Community boy leadership

Boy Scouts of America

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COMMUNITY BOY LEADERSHIP

A Manual for Scout Executives

SECOND EDITION

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Published under the supervision of the Editorial Board
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OF THE

BOY SCOUTS OF AMERICA

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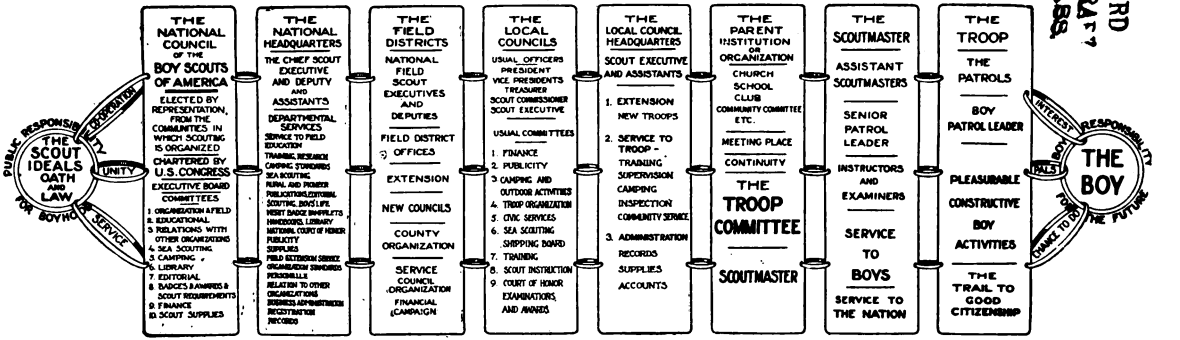
THE SCOUT MOVEMENT



Community Cooperation in Service to Boyhood

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FOREWORD

To the Scout Executives of the country and others interested in the welfare of boys and their training in practical citizenship:

The Manual for Scout Executives represents the combined experience of our most successful and earnest leaders, covering over ten years of Scouting all over the country. In giving it to the field the Editorial Board hopes and believes that the book will be of real value and help to solve some of the many common problems which beset scout workers everywhere.

The Scout Executive's biggest task is to bring his community and its Boy Scouts into the closest relations of sympathy and co-operation and for this reason the present volume has been written from the angle of community leadership as its title implies.

Grateful acknowledgment is hereby made to Dr. H. W. Hurt, former Scout Executive of Chicago, for his splendid work for the Editorial Department in assembling and editing the contents of the Manual and to all the scout leaders throughout the field who have made such generous contribution of time and thought and made available for our use the invaluable records of their own experience in community Scouting.

With the best of wishes and sincere hope that COMMUNITY BOY LEADERSHIP may be of real help to one and all concerned, we make it yours to adapt to your use in the service of boyhood.

(Signed)
WILLIAM D. MURRAY
FRANK PRESBREY
DR. HENRY VAN DYKE,
(Editorial Board).

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COMMUNITY BOY LEADERSHIP

A Manual for Scout Executives

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CHAPTER I

WHAT AWAITS THE EXECUTIVE'S LEADERSHIP

Foreword

The Scout movement is a program of character-building, citizenship-developing, leisure-time activities for boys.

It is educational as well as recreational. It is vocationally purposeful. Its tasks are within a lad's reach and its progress at once challenges him though going at his own rate of speed. It is concerned with a lad's health and it prepares him to be resourceful in the out-of-doors. It trains the lad to accept responsibility not only for the assigned task but for the unexpected emergency. It brings the spirit of the Good Turn.

Its service and success are largely due to its recognition that lofty adult ideals can be tied to boy-interests only through a high type of adult **Companionship with boys** while **doing things** which appeal to boys. It is a national program of activities for **local use,** run by **local men** for the benefit of **local boys.** This companionship is given and largely supervised by volunteer leaders. Of the 110,000 adult Scout workers in the U. S. less than 500 are paid workers and these only to help the volunteers better serve the boy.

Nationally, as a movement, scouting is as democratic in structure as it is democratic in action in the local community, where it knows no distinction of creed or class or race in its service to all boys. The "National Council", which under Federal Charter (with an annual report and accounting to Congress) is the controlling body of the movement, is largely made up of representatives from the Local Councils themselves, plus certain members whom these have elected. Nationally, Scouting then is the **summation** of its local units—fundamentally democratic.

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It is to participation in such a nation-wide service, and to local leadership in enriching the lives and purposes of local boys that the Scout Executive comes. His is not only to **train boys to serve their Community** but to bring the Community into a Consciousness of its boy resources and probable wastage and to **help the Community serve its boys.**

What Awaits His Leadership

The **welfare of the boy** through the community's men, is the business of the Scout Executive.

The community, with all of its rich, oft-unmined spiritual and man-power resources awaits awakening to a consciousness of boy-need. It then awaits mobilization to begin better meeting that need. The Scoutmasters expect the Scout Executive's help and ever sympathetic counsel in their vital task of enriching boy life through purposeful companionship.

All these await his vision, the exhilarating influence of his fine character and manhood, the skill of his informed, trained leadership, his recurrent inspiration to cooperate in boy service, and his inspiring example of an effective mastery of self, of job, of the use of time.

The Community

The community is fundamental in Scouting. 20% of its population are boys—boys with all the mysterious impulses and contradictions which real boys exhibit. Very, very few of them are necessarily bad boys—but the impulse to action, to adventure makes it imperative that there be leadership in providing activities for them. Boys will **do** things if left entirely alone, be it in the country or on the crowded, socially-diseased streets of the city. But **what** things will they do? Who can predict? Even the boys cannot foretell.

What they do, fixes their habits and habits are the woof and warp of character. The welfare of the community demands certain definite standards of ideals and conduct. Such standards rest ultimately on habits. To expect such habits to be the by-product of accident or unweighted chance is to expect the unnatural. Only as the community can provide selected,

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purposeful, and intrinsically attractive things for its boys **to do** can it with a measure of confidence look for results worthy of the term social education.

Surveys of various communities indicate that seven to ten per cent of the population are between the ages of 12 and 18 or 20. The Tenth Annual Report of the Boy Scouts of America indicates that various community councils are reaching from 3% to 50% of these boys.

In New York State a careful study revealed that of 300,000 boys amenable to the Military Training Act, less than 30,000 were being reached by the school. Meanwhile the urban home finds increased difficulty in holding its boys while the number of those touched and gripped by various religious bodies is in no sense enough to satisfy their own spiritual standards. Probably more than ¼ of the time of the average school boy is leisure time.

While vocationally purposeful activities must be gradually introduced no careful, informed analyst of boy-nature and of the physiology and psychology of play would have it otherwise.

That leisure time, however, must be filled with activities which shall socially educate the boys — prepare them to take their place in the Community life not only as self-supporting but as socially-motivated members. Experience has shown that the Scout program supplementing and **used by** the church, the home, the school does provide a very definite and effective means for the formation of socially essential and desirable habits.

Experience has also shown that the Scout Oath and Law—the heart and life of the Scout spirit—and the spirit of social service, the "Good Turn" and indeed the whole new attitude of alertness carry over into the boys' daily affairs in the church, the home, and the school—thus reacting at once upon the community.

The Scout Executive, therefore comes to the community not alone as its skilled servant, not alone as a modest, yet ready, member of the community to participate in its life, but he comes to help this com-

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munity discover its boys—underprivileged, overprivileged and average—**who, where** and **how** they are and in the light of such facts to bring the community to make maximal provision to meet its opportunity and its obligation to its boys.

The Local Council

The local Council is the community organization through which community interest in scouting becomes articulate. It represents the transition from volunteer supervision to paid supervision of the general scouting activities of the community. It presupposes numerous boys to be served and a number of troops actual or potential.

Article National Council Constitution.

Clause 1—Purpose. In order to relieve the National Council to the fullest extent practicable of the responsibility for leadership and supervision of troops of scouts, and the extension of the Boy Scout Movement, it shall be the policy of the National Council, through its Field Department, to encourage the organization of local councils in towns, cities, and counties throughout the country, in accordance with the organization policy herein set forth, when such local councils provide an adequate budget for the maintenance of the local headquarters, the conduct of a boy scout camp, and the employment of one or more men one of whom shall act as Scout Executive and devote his entire time to the promotion and supervision of the program of the Boy Scouts of America. Councils thus organized and chartered shall be known and designated as councils of the first class.

It must be "a group of citizens representative of the institutions in which scout troops are organized, and of the independent troops, and of the business, civic, educational and religious interests of the territory" involved.

NOTE—While the Scout Executive is from the nature of things concerned with the First Class Councils, (i. e. those who have Executives) yet he should not forget that half of the Scouts in the Country are not yet under his type of organization.

This group organizes, (see P. 74 Constitution and By Laws) elects its officers, registers at the office of the National Council formal evidence as required under Federal Charter of having met the requirement

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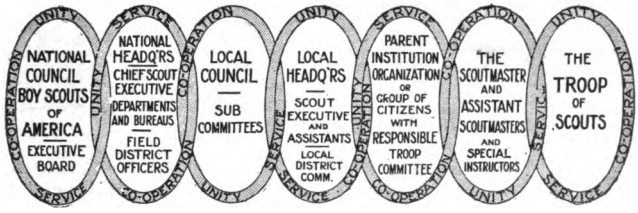

THE SCOUT CHAIN

set by the National Constitution for those who would bear the name of the Boy Scouts of America, effects financial plans, selects an executive (in First Class Councils) who under their direction, is executively responsible for furthering the community's boy service. This group approves and directs, and under the inspiration of a **real** executive may be **made** and **kept active** and hence interested in the performance of worth while work for boys.

The local council has a very definite responsibility to the boys and to the Nation to see to it that evidences are presented to it from time to time that real scout training and life is being experienced by their boys.

They must see to it that their executive sees to it that mere entertainment or amusement of scouts (important as these are) does not pass for the real thing. Scouting is a balanced program of pleasurable activities and of outdoor and life craft, but character building and citizenship habits through doing and living these in companionship with high-minded adults are the real heart of the Movement. The Local Council must guard against counterfeit service to boys as the eternal values involved are too priceless to subject to chance.

The Local Council is not an organization in and of itself, but is rather a body which exists to represent the citizenship of the entire community. The Executive therefore, though employed by the Executive Board of the Council, is in reality **working for,** and through his council is **responsible to** the **community as a whole.**

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The Parent Institution

A church, a school, a Y. M. H. A., a Y. M. C. A., a Board of Trade, a grange, a club—some relatively permanent form of community life will have a number of boys in the families it represents.

This social group becomes the "Parent Institution" when it provides its boys with scouting privileges. It has been the policy of the Scout Movement to thus be used by local agencies **already** in the community.

The Parent Institution gives a definite guaranty of troop permanence for the year to which it binds itself through its troop committee to—

"(a) Provide the necessary facilities for meetings of the Troop.

(b) Provide adequate leadership, including the supervision of a man, 21 years of age or over to be commissioned as Scoutmaster and of a committee of adults who will visit the Troop and cooperate in its direction and supervision.

(c) Endeavor to provide an opportunity for the members of the Troop to spend a week or more in a summer camp.

(d) Conduct the Troop in accordance with the Rules and Regulations of the National Council of the Boy Scouts of America."

Indeed it gives promise of permanence beyond that period to serve the following generations of boys who will come on—needing companionship.

The place and purpose of the Parent Institution may be further indicated by the following article by H. W. Hurt which appeared in Scouting, Feb. 26, 1920:

"Boys—A Scoutmaster—A 'Parent Institution'—

These are the three elements, but one's sober second thought reverses the order.

Should the Scoutmaster move or die or tire, what then.

To be fair to the boys and to give them some guaranty of an unbroken chance to secure and enjoy Scout training—the organization of the troop must structurally begin with some relatively permanent group in the community.

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The Moving Spirit*1

There must be one or more citizens of vision to start the community to think about and do for its boys. Indeed one such citizen of vision can almost single-handed bring a community to a consciousness of boy need and to a readiness to meet such need.

The Parent Institution

A church, a school, a club—some relatively permanent form of community life is the real starting point. This group must guarantee the meeting place, leadership and general local oversight for a period of at least one year.*2

In a church for example, the real starting point is the pastor, priest, or rabbi and his Board of Trustees or Vestry, if such there be.

When this group is convinced that they would like to make their church a focal point in the life of a group of boys—then it is sound policy to take time for this official group to enlist the sympathy and support of the congregation. The "troops" will then be the congregation's own and will be viewed and judged accordingly.

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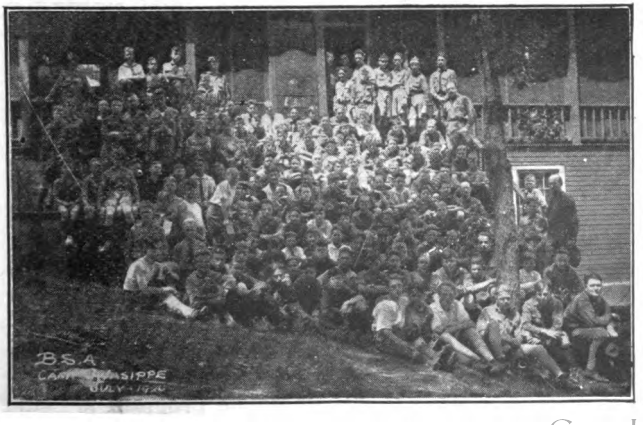
*1—The first impulse may come from a group of boys.

*2—Sometimes an independent group of citizens is sponsor for a troop.



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TROOP COMMITTEE

This "Institution" appoints a Troop Committee, or Boys' Work Committee, composed of not less than three adult male citizens, 21 years of age or over.

"The Troop Committee shall be responsible for:

"1. The selection of a scoutmaster and one or more assistant scoutmasters.

"2. Providing proper facilities for meetings.

"3. Advising with the scoutmaster from time to time on questions of policy affecting the proper interpretation of scouting and the requirements of the institution with which the troop is connected.

"4. The observance of the rules and regulations of the National Council of the Boy Scouts of America.

"5. Encouraging the scoutmaster and his assistants and the members of the troop in carrying out the Boy Scout Program.

"6. The operation of the troop in such a way as to insure its permanency.

"7. The finances, including the securing of adequate support and the proper disbursements of funds.

"8. The troop property.

"9. Securing suitable opportunity for the members of the troop to spend one or more weeks in camp, with adequate facilities and supervision.

"10. Assuming active direction of the troop in case of the inability of the scoutmaster to serve, until his successor has been appointed and commissioned." By-Laws, Art. XI, Sec. 1, Clause 5.

The Troop Committee is the vital spot in organizing scout work in a community—indeed the committee marks the end of the Executive troubles and **which** end is determined by whether the committee functions or not. A paper committee means potential danger to serving those boys—an active, hence interested committee means that the program is being

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used as intended by the community group and is therefore—working from within, operating on the only sound basis for such social service—getting people to **do** for themselves.

The significance of the above relationship for churches is obvious as it enables them to organize a homogeneous church group to maintain its program of distinctively religious education. Testimony on this point recently published by the Federal Council of Churches of Christ in America* indicates clearly that the Churches value the opportunity scouting thus affords.

The Scoutmasters

The scoutmasters are the keystones in the arch of scouting service to boyhood.

They and the Assistant Scoutmasters give their time and their companionship as volunteers. This is, in fact, a guaranty that the vital contacts with the boy shall not be a matter of salaried routine but shall be done by men who continue to serve because they see the need, because they love boys, because of the usually overlooked reflex benefits in their own lives, because of their patriotic motives. These scoutmasters and assistants are as busy as any of the community's citizens but they elect to find part of their recreation in giving needed companionship to the boyhood of the community. Too large a measure of appreciation can not be given to them for their work.

The National By Laws of the Boy Scouts of America says:

> **Article XII. Section 2. By Laws. Scoutmasters. The success of the boy scout program is dependent upon the scoutmaster. His conception of the rules, spirit and purpose of scouting and the quality of his leadership control the possibilities for practical results in the work of the boys. For this reason, the greatest care should be exercised by all concerned in recommending men for such commissions. A scoutmaster shall be at least twenty-one years of age and shall be chosen because of good moral character and his interest in work for boys. He need not be an expert in all**

*NOTE—See Pamphlet "The Scoutmaster Speaks."

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of the scout activities but should be able to command the respect of boys in the management of his troop. He should attend all meetings and outings of the troop, delegate as much of his duties as possible to assistants and patrol leaders and make use of different experts in the various activities included in the scouting program. He with the troop committee, is responsible for the general program and supervision of the work of the troop. All recommendations for commissions for men to serve as scoutmaster shall originate with the troop committee and be submitted on blanks provided for that purpose. In communities supervised by local councils, the recommendation of the troop committee shall be approved by the local council.

Section 3.—Assistant Scoutmasters. Each troop should have one or more assistant scoutmasters. Assistant scoutmasters shall be at least eighteen years of age and may be selected and promoted because of their experience as members in a troop and efficiency in Scouting. An assistant scoutmaster performs such duties as may be assigned by the scoutmaster. All recommendations for commissions as assistant scoutmasters originate with the troop committee and require the approval of the local council if there be such, having jurisdiction of the troop for which the scoutmaster is commissioned.

As the vehicle through which he may influence the scouts, as the point of his efforts toward improvement in methods, as a volunteer group which must somehow be **found, interested, trained,** supervised and **helped,** in the best democratic sense of those words and **kept** interested, active, growing in the work—they constitute the outstanding problem for the Scout Executive's leadership.

His task is quite clearly outlined. Scoutmasters must first be men of sterling character. Such men must be **found and interested** and **selected,** must be **trained,** must be **supervised and sustained and helped,** must be **kept.** Scoutmasters can only be **kept** as they are **helped** to meet their troop and boy problems as these arise in the one or two weekly meetings.

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The Executive will have most of his contacts with the boys through the scoutmaster whose lofty privilege it is to directly raise the level of boy life.

The Scouts

The Boy Scouts whose lives are to be enriched through Scouting are local boys who have filed or registered formal evidence at the National Council office, that they have met the following conditions fixed by the National Council By Laws under Federal Charter:

ARTICLE II—PURPOSE

The purpose of this corporation is as set forth in the original certificate of incorporation under the laws of the District of Columbia, dated February 8, 1910, and restated in Section 3 of the Charter granted by Congress June 15, 1916, as follows—"That the purpose of this corporation shall be to promote, through organization, and cooperation with other agencies, the ability of boys to do things for themselves and others, to train them in scoutcraft, and to teach them patriotism, courage, self-reliance, and kindred virtues, using the methods which are now in common use by boy scouts," by placing emphasis upon the Scout Oath and Law for character development, citizenship training and physical fitness.

ARTICLE VI—PROGRAM

Section 1—The program of the Boy Scouts of America shall be carried out through the organization of boys into groups consisting of at least one and not more than four patrols of eight boys each, under the leadership of a man, of clean, virile, and high moral character, to be known as the scoutmaster. Only boys who have passed their twelfth birthday shall be eligible to membership. Authority for enrolling more than thirty-two boys in a troop may be secured from the chartered local council having jurisdiction, or in case the troop is not under the supervision of a council from the National Council.

Section 2—All scouts must know and subscribe to the Scout Oath and Law as follows:

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THE SCOUT OATH

On my honor I will do my best—

1. To do my duty to God and my country, and to obey the scout law;

2. To help other people at all times;

3. To keep myself physically strong, mentally awake, and morally straight.

THE SCOUT LAW

1. A scout is trustworthy.

A scout's honor is to be trusted. If he were to violate his honor by telling a lie, or by cheating, or by not doing exactly a given task, when trusted on his honor, he may be directed to hand over his scout badge.

2. A scout is loyal.

He is loyal to all to whom loyalty is due: his scout leader, his home, and parents and country.

3. A scout is helpful.

He must be prepared at any time to save life, help injured persons, and share the home duties. He must do at least one good turn to somebody every day.

4. A scout is friendly.

He is a friend to all and a brother to every other scout.

5. A scout is courteous.

He is polite to all, especially to women, children, old people and the weak and helpless. He must not take pay for being helpful or courteous.

6. A scout is kind.

He is a friend to animals. He will not kill nor hurt any living creature needlessly, but will strive to save and protect all harmless life.

7. A scout is obedient.

He obeys his parents, scoutmaster, patrol leader, and all other duly constituted authorities.

8. A scout is cheerful.

He smiles whenever he can. His obedience to orders is prompt and cheery. He never shirks nor grumbles at hardships.

9. A scout is thrifty.

He does not wantonly destroy property. He works faithfully, wastes nothing, and makes the best use of his opportunities. He saves his money so that he may pay his own way, be generous to those in need, and helpful to worthy objects. He may work for pay, but must not receive tips for courtesies or good turns.

10. A scout is brave.

He has the courage to face danger in spite of fear, and to stand up for the right against the coaxings of friends or the jeers or threats of enemies, and defeat does not down him.

11. A scout is clean.

He keeps clean in body and thought, stands for clean speech, clean sport, clean habits, and travels with a clean crowd.

12. A scout is reverent.

He is reverent toward God. He is faithful in his religious duties, and respects the convictions of others in matters of custom and religion.

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TENDERFOOT

Section 3—Upon demonstrating to the satisfaction of the scoutmaster his ability to repeat the Scout Oath and the Law in full and his thorough knowledge of their meaning, and upon passing the following tests, the boy formally subscribes to the oath and law and is registered as a tenderfoot scout, and is then entitled to wear the tenderfoot badge and the official scout uniform.

1. Know the Scout Law, motto, sign, salute, and significance of the badge.

2. Know the composition and history of the national flag and the customary forms of respect due to it.

3. Tie the following knots: square or reef, sheet-bend, bow-line, fisherman's, sheep-shank, slip, clove hitch, timber hitch and two half hitches.

SECOND CLASS SCOUT

Section 4—A tenderfoot scout may, upon passing the following tests to the satisfaction of the proper local scout authorities, be enrolled as a second class scout and is entitled to wear the second class badge of the Boy Scouts of America.

1. At least one month's service as a tenderfoot.

2. Elementary first aid and bandaging: know the general directions for first aid for injuries; know treatment for fainting, shock, fractures, bruises, sprains, injuries in which the skin is broken, burns, and scalds; demonstrate how to carry injured, the use of the triangular and roller bandages and tourniquet.

3. Elementary signaling: know the alphabet of the Semaphore or the General Service (International Morse) Code.

4. Track half a mile in twenty-five minutes; or, if in town, describe satisfactorily the contents of one store window out of four observed for one minut each.

5. Go a mile in twelve minutes at scout's pace —about fifty steps running and fifty walking, alternately

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6. Use properly knife or hatchet.

7. Prove ability to build a fire in the open, using not more than two matches; care for and put it out.

8. Cook a quarter of a pound of meat and two potatoes in the open without any cooking utensils.

9. Earn and deposit at least one dollar in a public bank.

10. Know the sixteen principal points of the compass.

FIRST CLASS SCOUT

Section 5—After sixty days' service as a second class scout, a scout may, upon passing the following tests to the satisfaction of the local scout authorities, be enrolled as a first class scout and entitled to wear the first class badge of the Boy Scouts of America.

1. Swim fifty yards.

2. Earn and deposit at least two dollars in a public bank.

3. Send and receive a message by Semaphore, including conventional signs, thirty letters per minute, or by the General Service Code (International Morse), sixteen letters per minute.

4. Make a round trip alone (or with another scout) to a point at least seven miles away (fourteen miles in all), going on foot, or rowing boat, and write a satisfactory account of the trip and things observed.

5. Advanced first aid: know the methods for panic prevention; what to do in case of fire, ice, electric, and gas accidents; how to help in case of runaway horse, mad dog, or snake bite; treatment for dislocations, unconsciousness, poisoning, fainting, apoplexy, sunstroke, heat exhaustion, and freezing; know treatment for sunburn, ivy poisoning, bites and stings, nosebleed, earache, toothache, inflammation or grit in eye, cramp or stomach ache, and chills; demonstrate artificial respiration.

6. Prepare and cook satisfactorily, in the open, using camp cooking utensils, two of the following articles as may be directed: Eggs, bacon, hunter's

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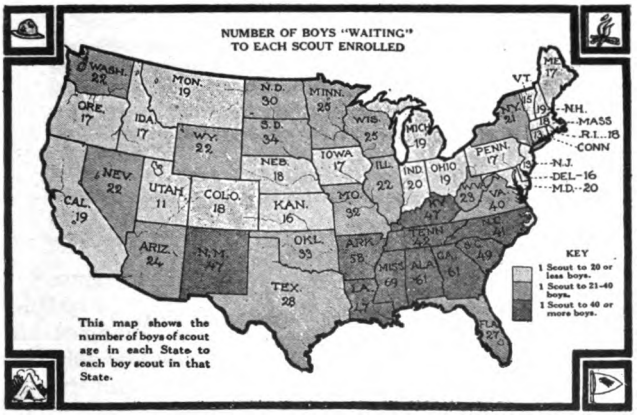

stew, fish, fowl, game, pan-cakes, hoe-cakes, biscuit, hardtack or a "twist," baked on a stick; explain to another boy the methods followed.

7. Read a map correctly, and draw, from field notes made on the spot, an intelligible rough sketch map, indicating by their proper marks important buildings, roads, trolley lines, main landmarks, principal elevations, etc. Point out a compass direction without the help of the compass.

8. Use properly an ax for felling or trimming light timber; or produce an article of carpentry, cabinet-making, or metal work made by himself. Explain the method followed.

9. Judge distance, size, number, height, and weight within 25 per cent.

10. Describe fully from observation ten species of trees or plants, including poison ivy, by their bark, leaves, flowers, fruit, or scent; or six species of wild birds by their plumage, notes, tracks, or habits; or six species of native wild animals by their form, color, call, tracks, or habits; find the North Star, and name and describe at least three constellations of stars.

11. Furnish satisfactory evidence that he has put into practice in his daily life the principles of the Scout Oath and Law.

12. Enlist a boy trained by himself in the requirements of a tenderfoot.

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MERIT BADGES

Section 6—First class scouts and scout officials who pass, to the satisfaction of the local court of honor, such tests as may be published from time to time in the official handbooks for the various merit badges, may receive, under the supervision of the National Court of Honor, merit badges in the following subjects, and such additional subjects as may be decided upon from time to time.

LIST OF MERIT BADGES

Agriculture
Angling
Archery
Architecture
Art
Astronomy
Athletics
Automobiling
Aviation
Bee Keeping
Bird Study
Blacksmithing
Botany
Bugling
Business
Camping
Carpentry
Chemistry
Civics
Conservation
Cooking
Craftsmanship
Cycling
Dairying
Electricity
Firemanship
First Aid
First Aid to Animals
Forestry
Gardening
Handicraft
Hiking
Horsemanship
Interpreting
Leather Working
Life Saving
Machinery
Marksmanship
Masonry
Mining
Music
Painting
Pathfinding
Personal Health
Photography
Physical Development
Pioneering
Plumbing
Poultry Keeping
Printing
Public Health
Safety First
Scholarship
Sculpture
Seamanship
Signaling
Stalking
Surveying
Swimming
Taxidermy
Wireless

Section 7—The first class scout who passes to the satisfaction of the local court of honor the merit badge tests as prescribed in First Aid, Physical Development or Athletics, Personal Health, Public Health and Life Saving or Pioneering will be designated as a LIFE SCOUT.

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Section 8—The life scout who successfully passes five additional merit badge tests in addition to the five he passes in order to quality as a life scout, will be designated as a STAR SCOUT.

Section 9—The first class scout who passes to the satisfaction of the local court of honor merit badge tests in First Aid, Life Saving, Personal Health, Public Health, Cooking, Camping, Civics, Bird Study, Pathfinding, Pioneering, Athletics or Physical Development, with ten additional tests, will be designated as an EAGLE SCOUT.

Scouting offers these boys the mysteries of companionship with other boys and with worthy men with all the incident opportunities for team-play, initiative and leadership. It offers them the long-deferred opportunity for "helpful" participation in the adult life of the community,—a chance for community service. It offers them attractive interest-gripping, individually-useful and socially-purposeful **things to do**—things within their reach, to be done at their own gait, yet with degrees of progress challenging their abilities and providing suitable recognitions.

It affords them opportunities for health of body and of spirit, for self-mastery; it reveals to them hitherto unknown abilities; it makes them intimate with stars and trees, with animals and flowers, and it enables them to "Be Prepared" to meet any emergencies as well as routine life. Its merit badge work opens doors of trial into over sixty vocations helping the Scout to find his place in life.* Its Oath and Law provide the lads a dynamic, a working code of morals,—reverent, tolerant of others. This Oath and Law operates from within their group—it is the code of the boy group—not imposed from without. Its "Good Turn" puts the real social spirit into practice.

The fundamental tone of its mental growth is activity—learning through doing, citizenship through service—readiness for emergencies through "being prepared" in advance. In a word **Scouting teaches boys to live by living** and **by living with them.**

*See Merit Badge Library, B. S. of A. 67 pamphlets.

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TWELVE THINGS TO REMEMBER

The Value of Time
The Success of Perseverance
The Pleasure of Working
The Dignity of Simplicity
The Worth of Character
The Power of Kindness
The Influence of Example
The Obligation of Duty
The Wisdom of Economy
The Virtue of Patience
The Improvement of Talent
The Joy of Originating

MEN who have achieved greatly in this world have kept steadily before them fixed principles by which they were guided. When published these principles have always been found impressive and of universal usefulness and application. The above "Twelve Things to Remember" were the guiding rule of the late Marshall Field, of Chicago.

Printed by Norman T. A. Munder & Company, Baltimore, especially for distribution at the opening of The U T A. School of Printing, Indianapolis, October 15, 1920.

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CHAPTER II

THE EXECUTIVE HIMSELF

Scouting As a Profession

Is Scouting a Profession?

There were in 1920 over 350 Scout Executives with the number increasing at the rate of about one hundred annually. Paralleling this growth there has been the growing introduction of scout courses in Normal Schools, Colleges and Universities. Do these make scouting a profession? Webster says a profession is—

> "A calling in which one professes to have acquired some special knowledge used by way either of instructing, guiding or advising others, or of serving them in some art."

Scouting **is** a profession for the Scout Executive, because of the **vital social quality** of the work of **serving** the community, through the art of character building, companionship and leadership of its boyhood.

Scouting is fundamentally concerned, as are home, or church or school, (indeed is used by them) in that socially greatest task of creating in boys right ideals and habits. Habits must be builded through exercise, through **doing.**

The experience of the race, its ideals, its relationships, its literature, its science, its worship, its faith—all of the socially determining things of civilization must be transmitted to the boys by adults. This may be called **social heredity.** No child inherits from its parents by physical heredity, the ability to read—no, he must **learn** it.

Experiments by Mitchell* and Kidd† indicate even that among animals and birds—many of the fears

NOTE *"The Childhood of Animals."—Mitchell.
†"The Science of Power."—Kidd.

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and social habits hitherto regarded as instinctive are in reality taught by the furred or feathered parents.

Among men, the gains of civilization, of higher ideals, of social progress can alone be transmitted to a child by **some one's help.**

How vital this is is indicated by the following quotation († P. 19)—

> "Since man became a social creature, the winning variations upon which power has rested in his evolution have been to an ever-increasing degree neither variations in the structure of his body, nor in the size of his brain, but variations in the type of social culture to which he is being submitted."

Japan and Germany are the two outstanding examples of how a nation collectively submitting to a certain type of training and ideals can in a single generation achieve almost any desired end, be it worthy or unworthy.

Character development and citizenship in the boyhood of America, then can only be realized as a social **inheritance** which must **somehow, somewhere,** by **someone** be transmitted to the boy. The work of the Scout Executive and of the scoutmasters therefore, potentially take rank in that supreme task of passing to the lad the race's social inheritance.

While potentially a profession, in its vital relation to our associate life, yet it remains for the individual Scout Executive by his doing, to determine whether **he** shall and can bring his work **up to a real professional** level.

At the very outset the Executive will be clearly conscious of the fact that he is engaged in no transient job of social service, but in an expert, vital task of leadership whose values and outcomes are eternal and whose men and boy problems demand consecration and professional fitness as well as exceptional vision and tact.

No man should assume such serious responsibilities without the most careful inquiry both by himself and by others to determine whether he possesses the

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qualities needed. No man merits consideration who does not have a **positive** religious tone and recognizedly high moral quality on which the other needed qualities of leadership are to be builded. **Only he can hope to train a child in the way to go—who goes that way himself.**

The moral quality of the profession is therefore basic and imperative.

Leading Volunteers

The Supreme task of the Scout Executive is to serve boyhood and enrich its life, through a volunteer leadership.

The operation of a technical program,—the maintenance of standards,—the checking of results, and—the grave responsibilities of a character building program—involve, with a volunteer leadership, unique obligations for the Scout Executive which sharply distinguish him from executives in other fields. The Executive in a factory or in a retail establishment has under him workers, responsible to him for their wage; the Scout Executive, however seeks to head a group of busy men who are giving some of their leisure time because of the altruistic motive of serving boys.

Important as is **morale** in industry and commerce, it is so much more important in the Scout Executive's work that it actually conditions his ability to do **anything.**

Leadership

"Morale-inducing" leadership therefore is not merely desirable but is **absolutely essential.** All leadership is basically a problem of Human Relations. It is a problem of dealing with **others.**

A) **Leadership of Volunteers, therefore must be based upon Consent,** upon the willing cooperation and enthusiasm of those led. The Scout Executive is not a leader ex-officio—he is a leader by acceptance. While he must be an affirmative, a strong personality, yet here as elsewhere real strength involves **consideration** and is not attempted domina-

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tion and dictation. These blight the volunteer's morale like a hoar frost.

To gain the consent of an associate takes more time than to wave the hand and say "It shall be so," but it conserves human spirit than which human life has no more precious nor fragile element. The invoking of authority, therefore, is a confession of weakness; it means authority temporarily gone. Leadership in a word, then, must be real not artificial, internal not external; it grows up from below not down from above.

B) **Leadership of Volunteers must be based on tact.** Probably more leadership fails through the **way** things were done than through **what** was done. These mature men, many of them executives in other fields, must be dealt with most considerately. The relation of executive, or of superior officer should be lost in a relation of helpfulness in aiding the volunteer to do his part. Suggestions toward readjustments must be carefully made as few normal individuals relish "interference" in what they are doing. Also there are very few normal individuals, very few indeed, who are not amenable to help and reason and counsel if considerately and consistently approached.

When a man has indicated his readiness to hear **constructively** critical suggestion—then absolute frankness is the rule. The finest diplomacy is courteous and considerate truth.

C) **Leadership of Volunteers must be based on respect.** A true leader is quiet and calm and controlled. No petulant, irritable person can maintain his influence, even as Scoutmasters who "lose their temper" lose therewith the full respect of their boys. In fact one's control over others is conditioned by one's control over himself. Leadership is modest and does not assume that all of the wisdom or vision or experience inheres in the leader, indeed the genius of real leadership is to surround one's self with the strongest possible men.

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Real leadership will, through human qualities of sympathy, consideration, appreciation and unselfish helpfulness cement a firm, warm relationship which, if capped by large ability, will give the organization great power to achieve.

"To be" is the foundation of respect. A life which keeps lofty things first alone can merit the needed respect. Then too reality, sincerity, depth are surprisingly contagious from a leader.

D) Leadership of Volunteers must be based upon Recognition.

EXECUTIVE ABILITY

Executive ability has been variously defined, but the following from an executive with a sense of humor seems to cover the whole subject. He said "Executive ability is the ability to hire someone to do work for which you will get the credit, and, if there is a slip-up, having someone at whose door to lay the blame."

—New York Evening Post.

Unfortunately the above statement contains more of truth than of poetry. Technically, of course, the executive should be credited with the achievements of his organization, but his smug personal acceptance of credit is sure to work him harm with his own men who have **done the work.**

The honest, courteous executive insists on passing the credit on to his staff of helpers. The far visioned executive is one who keeps out of the center of the spot-light himself—but has therein his helpers. The Scout Executive who can thus use his Commissioner, the Chairman of his Local Council, his Assistant Executives, his Scoutmasters is one certainly who loses nothing in public respect, while the enhanced morale of those concerned can probably be secured in no other way.

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Eight Necessary Principles for the Scout Executive

The Scout Executive is primarily **a man's man,** whose work it is to mobilize men and forces in the community to serve and train boyhood. Accurate knowledge and skill in boys work and outdoor craft will, however, be a source of strength to him—provided that the appeal of personally working with boys does not lure him from the task of mobilizing his larger community forces. In smaller cities the Scout Executive will doubtless be drawn into closer contact with active troop life, but even there it seems safe counsel for him to function largely through his scoutmasters.

Assuming a man already trained for and suited to the tasks of the Scout Executive, a careful analysis of the scientific management of his work reveals eight outstanding "izes" facing him.

The Eight "IZE"

The Scout Executive Must

1) **Scrutinize**—look into and inventory his situation.

2) **Advise**—with those familiar with the situation.

3) **Organize**—to accomplish certain **definite objectives.**

4) **Deputize**—others to carry part of the load.

5) **Energize**—with enthusiasm and vision of service.

6) **Supervise**—the work of others and **help** them achieve results.

7) **Realize**—on the program started—must audit results.

8) **Recognize**—the part others have played

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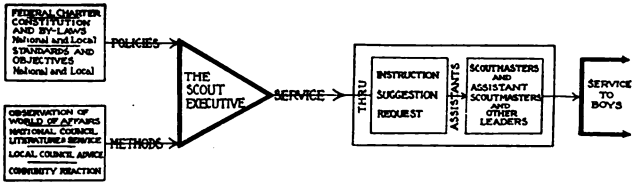
From Technique to Service



As the above diagram indicates the Scout Executive is the instrumentality through whom **policies** and **methods** are to give harmonious fruitage in **service.**

Every executive should clearly recognize his intermediary responsibility for effecting that combination. Day after day he must make decisions which reach in any or all of these 3 directions. In judging propositions he must accurately forecast the results of his judgment and to that end will find certain criteria or tests of propositions to be of great value in avoiding needless difficulty.

The following **"Ten Criteria by which the Scout Executive may judge propositions"** will at least prove suggestive:

1. What does it mean?
2. Will it benefit the Boy?
3. Is it fair?—Just?
4. Will it antagonize any group?
5. Will it work under average or poor leadership?
6. Will it duplicate any other effort?
7. Will it push aside other more important work?
8. What will it cost? Is it worth it?
9. What are its dangers?
   a—Scrutinize source.
   b—Test by past experience.
10. Will it run counter to local or National Council policy?

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Analysis of Scout Executive's Task

Analysis of the main groups with whom the Scout Executive necessarily has dealings, the purpose involved and the general method of accomplishing that purpose is shown by the following outline:

The Scout Executive's Dealings with	To Accomplish What?	How? Through
1) His Job	To know his job (Indoor) (Outdoor) Survey Conditions Make and further plans Maintain morale Secure and check results Live a normal civic life	Study and Experience " " " Plans and Organization Personal Leadership Study and Experience Being A Man
2) The Community (and its Institutions)	To Impart Knowledge " Arouse Interest " Secure Leaders " Secure Financial Support	Publicity Personal Leadership Organization
3) National and Local Councils	To properly interpret policies " give cooperation " maintain and help create standards " help render service " be personally accountable as officer and employee	Study and Experience Spirit of cooperation Organization and Study Personal Leadership Faithful doing of tasks for which commissioned and selected
4) Local Leaders Scoutmasters Instructors Committeemen, etc.	To Find them " Train them " standardize their work (i. e. bring it above a certain minimum) " Enthuse and help and thus keep them	Publicity Active Contacts Organization Knowledge of training methods Study of standards-measuring of Results Personal Leadership
5) Scouts	To provide camp " ensure real scouting character and citizenship through Scoutmasters (City wide activities, service, rallies, etc.) To be recognized as leader	Organization (Study standards) (supervise activities) (measure results) Organization Be A Man
6) Parents	To secure confidence " maintain interest " ensure cooperation	Publicity Personal contacts Results

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A careful examination of the above methods of accomplishing the purposes of the Scout Executive's work yields the following few but vital items:

1) Study and Experience (Preparation **and** continued growth).

2) Personal Leadership (based on manly personal qualities).

3) Planning and checking Results.

4) Organization (ability to create and work it).

5) Team play (loyal and helpful).

6) Educative ability (For Training Courses. For publicity, which is educating the public).

EXECUTIVES' TRAINING CONFERENCE
Flint, Michigan, 1920

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Ten "Must-s" for the Scout Executive

Expanding these items and setting them down as **"musts"** for the Scout Executive, the following 10 things he should do seem to be essential.

The Scout Executive

1) Must have keen, alert, analytic, tactful, careful **mind.**

2) Must be cheerful, affirmative, consistent, tolerant, "good-listener," "give-and-take," good fellow with spirit of humility and of reverence; must be actively religious and be animated by a deep love for boys.

3) Must know Scouting—its ideals, national and local policies and objectives.

4) Must have advance training for and knowledge of his job. It is unfair to ask the community to let him experiment on them to gain his experience.

5) Must be able to see need and situations in his community. (Easiest done as survey followed by careful counsel.)

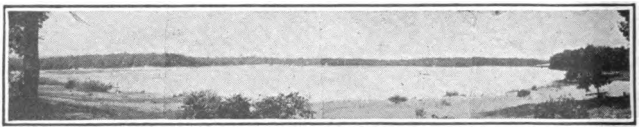
6) Must be able to continuously educate his community through broad program of careful publicity.

7) Must be able to attract, secure, organize, train, supervise, and help **men** to do work with boys.

8) Must be able to plan a definite program of possible and needed service including the finances therefor.

9) Must be able to organize others to secure scheduled results; must maintain high community and staff morale; as an executive must therefore be a good "team-man" nationally and locally.

10) Must be able to check results.



A Chicago Camp "Swimming Hole"

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What Qualities Should a Scout Executive Possess?

In his book entitled "Leadership," Major A. H Miller, enumerates 16 points of leadership as follows:

Simplicity	Earnestness	Self Control
Assiduity	Common Sense	Judgment
Justice	Enthusiasm	Perserverance
Tact	Courage	Faith (in self, in
Loyalty	Acumen	man, in cause)
Honor		Truthfulness

In A. W. Shaw Company's book **"Executive Control,"** a number of executives were scored and the attempt made to indicate what part of the 100% executive each of the following ten qualities represented:

Good Health — — — —10%
Character — — — — —10%
Disposition — — — — 5%
Originality — — — —10%
Determination — — —15%
Good observation — —10%
Retentiveness of mind — 5%
Initiative — — — — —15%
Training — — — — — 5%
Experience — — — —15%

Study of this list from the Scout viewpoint, make one immediately conscious of the high rating of **Initiative, determination** and **experience** and the low rating of **training** and **disposition** while **character** and **health** hobble along in between.

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These two lists with three other analyses are combined in the following table:

Major Miller	A. W. Shaw	Katherine Blackford	William Kent	F. W. Taylor
	Health		Health	Health
Tact		Tact	Tact	Tact
Honor Truthfulness Loyalty Justice Faith Courage	Character	Dependableness Courage Justice	Personality	Honesty
Earnestness Perseverance Assiduity Enthusiasm	Initiative Determination Originality		Energy Initiative Agressiveness Industry A degree of laziness	Energy Grit
Acumen	Observation Retentiveness			Brains
Self-Control	Disposition	Courtesy Sympathy		
Common Sense Judgment Simplicity				Common Sense Judgment
	Training	Teachableness Understanding	Education Special Knowledge	Education Special Knowledge
		Love		

Desirable Qualifications for Successful Scout Executives

National Field Scout Executive R. N. Berry has submitted the following interesting statement of "Desirable Qualifications for Successful Scout Executives."

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1. Unquestionable character.
2. Proven executive ability.
3. Contagious enthusiasm.
4. Tireless energy.
5. Cheerful personality.
6. Constructive imagination.
7. Co-operative spirit.
8. Ability to grow with the work.
9. Faculty of putting himself in another's place.
10. Thorough knowledge of and loyal support for the National and local Council Constitution and By-Laws, Principles and Policies of the Movement.

Study of these typical lists makes it perfectly clear that the aims of scouting are such that we must build our own statement. While the list might be expanded indefinitely these seem to naturally group themselves into four essential natural divisions shown on the next page.

While each group is essential in the make-up of the successful executive and while weakness in one creates a problem for him which must be balanced by special strength elsewhere—yet the careful thinker will distinguish differences in the importance rank of the groups. Ratings of these by 100 scout leaders revealed the following averages:

Qualities of Character	42.4 %
" " Mind	24.9 %
" " Relationships	16.04%
" " Energy	16 %

While recognizing the value of this mass judgment, the editor herewith includes his own analysis:

Qualities of Character	30%
" " Mind	28%
" " Relationships	24%
" " Energy	18%

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There seems to be substantial agreement that the groups rank in the order of their mention—which is the only and the very significant fact which the figures reveal. Character is fundamental.

---

1. Qualities of Character

- Character
- a) Potential—in what he **is**
  - Ideals
  - Habits
- b) Active—in his acts and relationships and religious life, etc.

2. Qualities of Mind

- Brains
- Education
- Special Training & Experience
- Openmindedness
- Scientific "facts" attitude
- Common Sense
- Tact
- Ability to organize

3. Qualities of Relationships

- Self-control
- Courtesy
- Simplicity
- Humility
- Sympathy
- Appreciation
- Reverence
- Good Citizenship
- Team play

4. Qualities of Energy

- Health
- Energy
- Industry
- Initiative
- Enthusiasm

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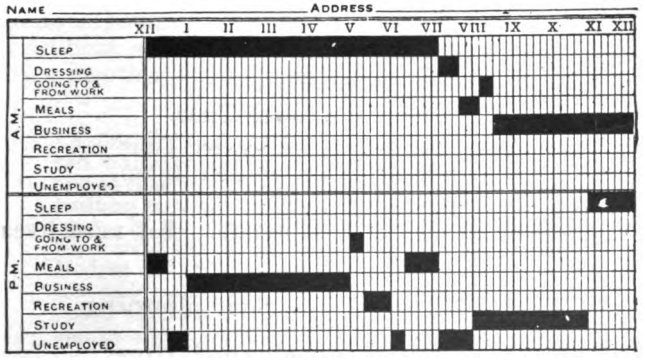
The Scout Executive's Time

"Dost thou value life? Then guard well thy time—for time's the stuff life's made of."

—Benjamin Franklin.

Time is the most democratic thing in the world. Everyone has potentially the same amount of it every 24 hours. People differ in the **uses** they make of this daily, weekly, monthly, yearly stipend of time.

While everyone lives in time, too few on time, most having little time, yet **very few of us know anything definite about our time.** If asked how much time we had devoted to various purposes in the past week —few could respond with more than a guess. The Business Training Corporation of New York City has prepared the following suggestive time study card:



DAILY TIME STUDY CARD
Courtesy Business Training Corporation, N. Y.

Every man who is interested in his own personal growth and his achievement or service must study his time. As recommended in the Handbook for Scoutmasters, intelligent **"Being Thrifty with Time"** involves the following steps (which are the same as the steps toward financial thrift):

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Being Thrifty With Time

1. Keep a record of how you spent your time for a number of days.

2. Study the facts and begin making an advance plan for tomorrow, seeking to correct bad elements in the use of yesterday's time.

3. This will lead to a careful advance scheduling of one's time by days or by weeks or months.

The careful user of time will analyze out how he spends his business time, recreation time, study or growth time, etc., so as to know the facts and be able to correct poor balance or actual wastage of time.

It seems fair to insist that the life of every man should contain time provision for the following items:

I Sleep time.
II Meal Time.
III Business Time.
IV Family Time.
V Recreation Time.
VI Study or Growth Time.
VII Citizenship or Service Time (including church time).

In addition to these it is probable that most lives include

A—Wasted Time—due to **poor planning**

B—Waste Time—or **unplanned time**

Time to Live

The man who values long life and good health will attempt to put his life on a regularly ordered time schedule. If it be true that a good watch should be wound at the same time each day, it is certainly more important for that more delicate nervous machine, the human organism, to sleep, eat and have recreation on a regular time schedule.

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TEST OF UTILIZATION OF SLEEP TIME

Mark yourself 20 per cent for each question that you can answer with an unconditional Yes. Grade lower according to your judgment.

1. **Have you a regular time for retiring each night?** .....%
2. **Have you a regular time for arising each morning?** .....%
3. **Do you keep the windows of your sleeping room open, winter as well as summer?** .....%
4. **Do you "sleep while you sleep," effectually shutting out throughts of business and other interests?** .....%
5. **Do you feel alert and thoroughly fit as you go out to your work each morning? (Drowsiness, dullness, indifference, the "sleepy feeling"—these are unmistakable evidences of insufficient sleep)** .....%

Total rating .....%

Vol. V—Course in Business Essentials, used by courtesy of Business Training Corporation New York City.

Time for Home

Every man should set aside time for his wife and family, and home. Because a man is engaged in social service is no justification for his neglect of his home. There is something wrong with the scheme of management of the man. Neglect is neglect whether caused by social service or dissipation. The Scout Executive is urged to plan a normal home life in his time schedule. The two following quotations are pertinent and may be effectively used by the Executive in other connections:

"E. Mitchell Hodges tells this story in the North American, in which he said he was travelling on a railroad train and he came in contact with one of the most prosperous business men of the town. This business man in the course of the conversation said: "Would you like to know what I am going to give my boy for Christmas?" Hodges said, "Yes," and he thought what a fat check that father could give to that boy and as the gentleman pulled out his wallet, he took from it a piece of paper, and handed it to Hodges. This is what Hodges read.

"To my dear son: I give to you one hour of each weekday and two hours of my Sunday, to be yours, to be used as you want it without interference of any kind whatsoever."

Hodges thought, "I wonder what that boy would feel and think when on Christmas morning he looks at that slip of paper. If he is the average boy he will be very much disappointed. If he is the unusual boy he will realize that his father has given him something that he can never repay."

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"How did you happen to reach the decision to give that present," Hodges asked. He said, "One day I was seated in my office and a human derelict came in to see me, and when he mentioned his name, I said, Lad, to see you like this—and with such a father."

> "Well, I have often heard said that he was a fine man," the boy replied, "All his friends have said so. I never knew him. He was so much occupied with his business and with his associations that I only saw him occasionally at meals. I never knew him."

"That made me think, and so I am going to concentrate my time on having my boy know me."

(From Association Men)

THE PRICE

"They say my boy is bad," she said to me,
A tired old woman, thin and very frail;
"They caught him robbing railroad cars an' he
Must spend from five to seven years in jail.
His pa an' I had hoped so much for him,
He was so pretty as a little boy,"
Her eyes with tears grew very wet an' dim,
"Now nothing that we've got can give us joy."

"What is that you own?" I questioned then,
"The house we live in," slowly she replied,
"Two other houses worked and slaved for, when
The boy was but a youngster at my side,
Some bonds we took the time he went to war;
I've spent my strength against the want of age,
We've always had some end to struggle for—
Now shame and ruin smear the final page.

"His paw has been a steady-goin's man,
Worked day an' night an' overtime as well;
He's lived and dreamed an' sweated to his plan
To own the house an' profit should we sell;
He never drank nor played much cards at night,
He's been a worker since our wedding day,
He's lived his life to what he knows is right,
An' why should son of his now go astray?"

"I've rubbed my years away on scrubbing boards,
Washed floors for women that owned less than we,
An' while they played, the ladies an' the lords,
We smiled and dreamed of happiness to be."
"An' all this time where was the boy?" said I,
"Out somewhere playing"—Like a rifle shot
The thought went home—"My God!" she gave a cry,
"We paid too big a price for what we've got."

—Edgar A. Guest.

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Time for Citizenship and Service

'Tis quite unfair for a citizen to try to live his life in his own egocentric shell and not make his normal service contribution as a citizen in civic affairs, as a man of deep, active convictions in church relationships, as a broad visioned man, ever ready to help worthy social objects.

While Scouting recognizes no distinction between Catholic, Jew and Protestant, it demands respect for each,—this does not mean that the Executive should live a neutral colorless life religiously. On the contrary, he is strengthened if he is living an active religious life as a broad, tolerant, worthy member of the church of his choice. All the thinking world respects firm, honest, moral convictions, even if it does not agree with them. It was clearly the judgment of the First National Conference of Scout Executives that the Executive **should** be an active church member. He dare not be a bigoted partisan, but must live the twelfth Scout Law—with the other eleven!

Time for Recreation

Rest, recreation, **re**-creation are physiologic necessities. They are natural laws which can be disregarded only with danger and with penalty.

TEST OF UTILIZATION OF RECREATION TIME

Mark yourself 20 percent for each question that you can answer with an unconditional Yes. Grade lower according to your judgment.

1. Do you definitely plan in advance how you shall utilize your evenings, your Sundays and Holidays? .....%

2. Prior to your taking up the present Course, have you during the past twelve months followed any systematic plan of weekly reading? .....%

3. Do you regularly devote a portion of your spare time to some form of physical exercise—such as walking, tennis, or some other outdoor game, swimming, bowling, or gymnastic exercises? .....%

4. Look back upon last week. Was every evening utilized completely, or were there vacant spaces between events that were idled away? If the latter is the case for as many as six evenings of the week, mark yourself 0 on this question. .....%

5. Do you definitely plan your vacation activities in advance, never leaving details to "luck" or to last minute decisions? .....%

Total rating .....%

Vol. V Course in Business Essentials
Used by courtesy of Business Training Corporation, New York City.

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Recreation, however, to be really re-creative, should leave the individual physically, mentally, morally refreshed. The "morning after the night before" results are not recreative—they are costly burners of one's energy. Recreation should be "plus" not "minus" in its after affects.

Time for Growth

Closely akin to recreation **is Growth.** The man who is not growing is in reality going backward, because the world is not standing still, but is constantly surging forward. Lectures, reading, regular courses, some such forms should clearly have place in every well ordered life. Then too, time for **thought,** for meditation, is necessary for any growing life. Harrington Emerson recently said, "James Chattick says the average American Executive is busy every minute of the day. He has not lost a minute anywhere. But **he has not thought for fifteen seconds.** He has not put in any thought at all—**activity** but **no thought."**

A regular program of horizon-widening reading will stimulate thought toward action toward growth. For the Scout Executive, meeting as he does a wide range of community interests—an equally wide mental range of interests is of value. However, his work is such that he should be an intimate friend of the Public Library as well as of his own books. Education, Sociology, Personal Efficiency, trends of public thought, religious and scientific literature can open to him the doors of Personal Growth. Mental and spiritual life must have food for **thought.**

While no bibliography of desirable reading in these fields is included here, as even the best books change and are replaced, yet from time to time these will be recommended to individuals as desired through the Department of Education.

Time for His Work

The efficient worker concentrates on his task—he **works while he works and plays while he plays.** Following a fairly definite working time schedule makes maximal concentration possible. It invokes

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the aid of all the tides of habit. By having a schedule, work is assured of a place in the days work and a piece of work is less likely to be pushed aside.

As already implied, time economy involves two elements:

1. Studying how you did spend it, then
2. Advance planning how you will spend it.

To accomplish this, one must from time to time keep records of his time even as a personal expense account is kept. The waste will astonish one.

Recently the writer sent a time-study blank to each Scout Executive for a record of the ways in which each used the time of a week. The blanks, though sent at the camping and vacation summer period and hence at a time difficult to fill out, had a twofold purpose.

1—To start the Executives to thinking about and studying their own time.

2—To secure such facts as their return would reveal.

A summary of their returns is given below for study and personal comparisons.

STUDY OF A WEEK'S TIME INVESTMENT OF A GROUP OF SCOUT EXECUTIVES

How Used	Average Time Spent in Hours	How Used	Average Time Spent in Hours
Making Plans	5.53	Camp matters	4.15
On Mail	4.55	Financial campaign conf.	5.
Telephone	2.16	Inspection Visit, Sea Scout Base	4.
Conference with Assts.	4.14	Catholic Extension	0.5
Visitors	2.44	Miscellaneous Errands	46.66
Bills	1.53	Personal conferences	12.66
Committee Meetings	4.17	Study	5.19
Scoutmaster Meetings	2.35	Community Service	1.04
Extension	5.01	Publicity	2.37
Preparing reports	3.08	Court of Honor	1.24
Nat'l. Council matters	2.10	Exercise	4.
Scouts	5.25	Traveling to Office	1.10
Parents	1.30	Addresses	0.5
		Office Work	7.74
		Rally	7.50

NOTE—The left hand column of items above were those included in nearly all reports.

NOTE—No one man included all the above items.

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Test questions as to how effectively time has been used are herewith given by the courtesy and permission of the Business Training Corporation of New York City.

TEST OF UTILIZATION OF WORK TIME

Mark yourself 10 per cent for each question that you can answer with an unconditional Yes. Grade lower according to your judgment.

1. Have you been on time at your work every day without exception during the past month? .....%
2. Do you systematically schedule your work, drawing up a daily program of tasks to be undertaken and accomplished? .....%
3. Have you devised and applied to your work any successful time-saving methods? .....%
4. Do you work against time—that is, do you keep time on your work and see how long it requires to do each task? .....%
5. Is it your practise to set yourself given tasks—that is, do you fix time periods within which certain jobs are to be completed, and drive yourself to do the work within the set time? .....%
6. Is your desk or work-bench arranged according to a carefully planned system designed to prevent disorder and eliminate waste motion? .....%
7. Have you been able to increase the speed of your work during the past year, so that now you are producing more service within a given time than you were before? .....%
8. When spare time develops in your business day, do you utilize it in productive work? .....%
9. Do you habitually finish your day's work on time, rarely having to stay overtime? .....%
10. At the end of each week do you make up a schedule of the work to be done in the coming week? .....%

Total rating .....

TEST OF UTILIZATION OF MISCELLANEOUS TIME

Mark yourself 20 per cent for each question that you can answer with an unconditional Yes. Grade lower according to your judgment.

1. Do you hold yourself strictly to a regular schedule of hours for meals? .....%
2. Have you any plan for utilizing the time spent in going to and from your work? .....%
3. Have you a definitely planned schedule of toilet operations, so that you can count approximately on the time cost of your morning bath, shave, dressing, etc? .....%
4. Is your home work systematized, so that you get it done with the minimum expenditure of time and energy? .....%
5. At home do you keep your clothes, tools, and other personal possessions in systematic order, so that you may find any article at a moment's notice? .....%

Total rating .....%

Local situations vary so widely that no attempt is here made to set up any standard personal work time program. The hope is, however, that each Executive will carefully study and later budget his time. It is sound management

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Daily Plan

NEWARK COUNCIL FORM 19

Date _____

1. Inspirational Reading, 10 min.
2. _____
3. _____
4. Mail
5. Assignments
6. "
7. Dictation
8. Call on
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. Read
18. Plan for tomorrow
19. Recreation
20. Event
21. Good Turn

Miscellaneous:

The Executive with a Large Paid Staff

To many who have regarded volunteer leaders as the genius of Scouting method, the creation of large, paid staffs by executives will be viewed with deep concern.

"Machinery" in scouting must remain **a means** and not an end. Whatever the next decades will reveal, it is clear that the past decade has definitely confirmed the principle of an Executive having a **minimal paid staff** and a **maximal volunteer staff.**

The executive with a large paid staff adds to the relations to volunteers already mentioned, the relations of the business executive to his paid staff.

The following paragraphs indicate certain significant positions taken by the world of business.

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Emerson's Twelve Efficiency Principles

Harrington Emerson's well known "Twelve Principles of Efficiency" for the business Executive are quoted from his book bearing that title:

I—**CLEARLY DEFINED IDEALS**—"If a man does not know to what port he is steering, no wind is favorable to him."—Seneca.

II—**COMMON SENSE**—"The greatest truths are the simplest; and so are the greatest men."—Hare.
"When a man has no good reason for doing a thing he has one good reason for leaving it alone."—Walter Scott.

III—**COMPETENT COUNSEL**—"Knowledge flows from two unfailing springs: Ones own experience and the experience of others." "A wise man will hear, and will increase learning: and a man of understanding shall attain unto wise counsels."—Proverbs 1:5.

IV—**DISCIPLINE**—"Calm soul of all things! Make it mine
To feel amid the cities jar
That there abides a peace of thine
Man did not make and cannot mar."
—Matthew Arnold.
"Most of man's misfortunes are due to man."—Pliny.

V—**THE FAIR DEAL**—"Justice without discretion may do much; discretion without justice is of no avail."
—Cicero.

VI—**RELIABLE, IMMEDIATE—ADEQUATE & PERMANENT RECORDS**—"Where there are many hands, deliver all things in number and weight: and put all in writing that thou givest out or receivest in."
—Ecclesiastics 42.

VII—**DESPATCHING**—"Away with all delay. Postponement always harms when all is prepared."—Tucan.
"Use your time. It goes so quickly here.
Teach yourself order, in order to conquer time."—Goethe.

VIII—**STANDARDS AND SCHEDULES**—(What Should be done).
"Life is an arrow—therefore you must know what work to aim at, how to use the bow, then draw it to the head and let it go."—Henry Van Dyke.

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IX—STANDARDIZED CONDITIONS—"Simplicity is an exact medium between too little and too much." —Sir Joshua Reynolds.

X—STANDARDIZED OPERATIONS—"Method goes far to prevent trouble in business; for it makes the task easy, hinders confusion, saves abundance of time and instructs those who have business depending what to do and what to hope."—Wm. Penn.

XI—WRITTEN "STANDARD—PRACTICE" INSTRUCTIONS—"Written instructions kill the germ of misunderstanding."—H. W. H.

XII—EFFICIENCY REWARD—"Recognition makes labor sweet."—H. W. H.

Scientific Management

F. W. Taylor in "The Principles of Scientific Management" (1914) summarizes Scientific Management as—

"**Science**—not rule of thumb; **Harmony**—not discord; **Cooperation**—not individualism; **Maximum Output**—in place of restricted output and the development of each man to his greatest efficiency and prosperity."

An Executive

The word **Executive** involves the ideas of **"other helpers"**—of "plans"—of "policies" and perhaps of **"methods"**—of **"progress"** toward **"getting things done"**—of responsibility for **"the conduct of affairs"** so as to bring about **"certain predetermined results."**

The fundamental fact about the **Executive** is his functional relationship to others. Above all, he must be a "human engineer"—careful, tactful, tolerant, considerate, appreciative, unselfish in his relationship with others. The morale of his helpers and the consequent zest and effectiveness of their service, are his most vital concern. Criticism, petulance and sarcasm, mistrust and suspicion, blight morale like a hoar frost. That executive who is best beloved and

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who also most closely studies his business and his "men" secures the best service from his "associates."

SOME SOUND BUSINESS SENSE

"Never show your temper.
Indulge in no sarcasms.
Permit other people to have views.
Never contradict an irritated person.

Keep unpleasant opinions to yourself.
Be considerate of the rights and feelings of others.
Always use pleasant words.
Take time to be polite.
Never order people about.

Be gracious and accommodating.
Always grant a reasonable favor.
Don't try to fool your caller; he may be a smart man.

AND MAKE SURE YOUR WAY IS BEST BEFORE INSISTING UPON IT.

A newspaper clipping. Source and Author unknown.

There are certain things which the executive in any field must do.

He Must

(1) **Ascertain Conditions** and underlying facts in advance.

(2) **Know what** the organization is to try to do.

(3) **Select his immediate helpers** who in turn select **their** helpers.

(4) **Divide responsibility** among his immediate helpers who in turn make their helpers similarly responsible within distinctly understood limits which are not-to-be-overstepped **either** by the helper or by the "boss" unless to replace the helper.

(5) **Communicate** and come in touch with the rank and file of his various departments regularly through the individual whom he has placed in charge of that department; going "over his head" destroys the man's self-respect and generally saves little time.

(6) **Effect division of labor** corresponding to the above division of responsibility.

(7) **So divide responsibility for planning** as to develop the initiative of and get the most ideas from his staff.

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(8) **Set up general plans** involving where possible definite program and time objectives.

(9) **Ascertain progress made thereon** from time to time through reports from department heads or foremen.

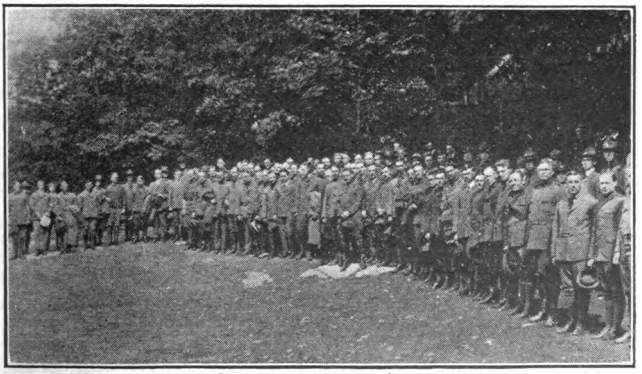
(10) See to it that **the ideals** of the organization and its **morale** receive resultful attention, perhaps through a **training program.**

(11) **Counsel frequently with his governing Board.**

(12) **Establish rewards and checks** which shall aid in bringing results on schedule time.

(13) **Keep in close touch** with what organizations of his type (competitive or otherwise) are accomplishing.

(14) **Constantly counsel** with his own department heads and outside experts toward the improvement of the service he is trying to render. For the Scout Executive all these items are colored by the fact that he is dealing with and operating through a volunteer group. "Hire and fire" or "Prussian" methods can accomplish little. Morale, spirit, enthusiasm—the things of Human engineering count heavily for or against his success.



EASTERN EXECUTIVES' CONFERENCE 1919
(Photo by Kolm, Queens, N. Y.)

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Delegation of Responsibility

Delegation of accountability for the actual doing of things is inevitable. Ultimate responsibility for results cannot be delegated. The problem of the executive therefore is to so select his helpers that he may safely delegate to them a definite sharing of his responsibility **so as to involve a minimum of his own thought or attention before, during, or after.**

This necessitates that there be directly responsible to the executive certain helpers to whom in turn the rank and file of the organization are responsible. The Executive however is held finally responsible for what his organization does or does not do.

In his excellent book "The Executive, and His Control of Men," E. B. Gowin makes the following comments which are pertinent to this subject:

> "A mass of material pours in upon every executive. Letters by the hundred are dumped into the office, the mere opening of which would often consume his working hours. Streams of callers besiege him; receiving each would leave the reception room still crowded at nightfall. Telephone messages, telegrams, messengers, memoranda from subordinates, press new problems upon him; "Unfinished Business" haunts the office and, like Banquo's ghost, will not down. Under such a burden many a manager is being crushed. His life is one long, losing fight. In spite of strenuous activity there has remained no time for those large problems upon which, after all, successful guidance depends."

The man who, though the head of a large staff, still insists on having every detail clear directly through his desk, cannot be an executive—he is generally only a very **busy worker with numerous helpers.**

As Knoeppel has pointed out such an one is the slave of detail, his desk is loaded, his time is mort-

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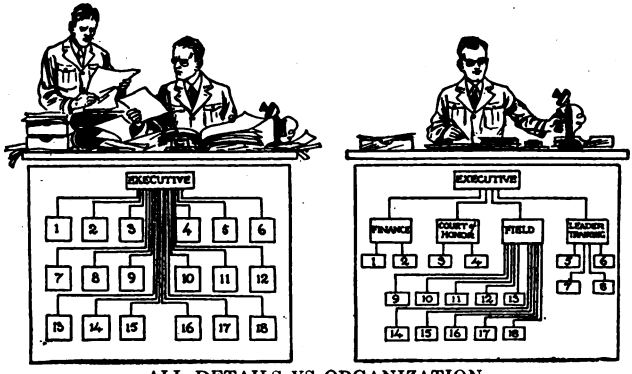
gaged and he has inadequate time for developing the large, broader aspects of his organization's service. The following drawing adapted from Knoeppel, makes this very clear:



ALL DETAILS VS ORGANIZATION
(After Knoeppel)

The problem of the Scout Executive, however, is two fold here. He must delegate details within the limits of need and efficiency to his own salaried staff. But in dealing with his volunteer staff, he must spare them all possible detail, seeing that the paid staff thus protects the volunteer staff.

Limits of Discretion

Definitely understood relations and spheres of responsibility are very important. These are most effective if made matters of record. With volunteer leaders, what **they want** done for them can be ascertained in a helpful spirit of good team play.

G. H. Shepard in his book "The Application of Efficiency Principles" (1917), has clearly and tersely pointed out that in giving "instructions" to a subordinate one must

a)—Set clearly the limit of his discretion.

b)—Accord him full discretion within those limits.

This is sound for the paid staff—but with the volunteers, the Executive must find out what **they expect him** and his office to do for them to aid them in accomplishing their definite task.

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The Volunteer

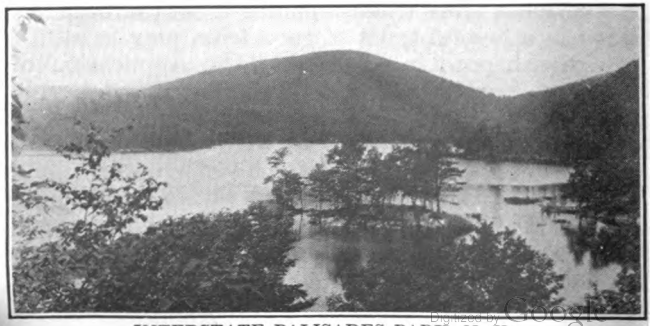
The usual text books on Executive problems are, as those quoted, written with the Executive of a paid organization in mind. The Scout Executive has no such control over his men, they are serving as volunteers and their satisfaction and morale and friendship are the Executives only "control" over them.

Then too, the large paid staff of assistants is not of itself an ideal, necessarily, to be desired and sought.

The very social nature of Scouting in helping a community help its own boys makes the following the rule—"as few paid workers as consistent with effective service" and then further recognition that the paid staff exists to mobilize, train and energize the largest effective volunteer groups, which groups **do** the real Scouting.

The Executive in the large city is therefore, like the executive in the village, dependent on the volunteer. What organization, division of labor, and efficiency devices he can have will depend on the quality and quantity of the volunteers he can enlist, train and keep active in service.

His organization depends and is composed largely of men upon whose time Scouting is not the first claim. His program therefore, must be elastic enough to recognize that fact. And as stated at the beginning of this chapter the **Scout Executive is not a leader ex-officio, but is a leader by the consent and recognition of those led.**



INTERSTATE PALISADES PARK, N. Y.
(Photo by Kolm, Queens, N. Y.)

The Executive should be a man of honor, upright in every dealing with his fellows, and portray in his life and practise the principles of the Scout Oath and Law.

Relationships. (a) *To the Council which employs him.* He should have a joint memorandum and for mutual understanding, a definite agreement with the council specifying not only salary, vacations, and other general matters but specifically dealing with his duties, responsibilities, and other affairs related to his office. He should then in the spirit of unselfish service do more than is called for in the letter of his agreement.

Any service performed or time spent by the Executive apart from his regular duties as agreed upon, and for which he may receive compensation or any value consideration, should be done—if it is done—with the knowledge and consent of the council employing him.

It is not regarded as wise for any Scout Executive to act as agent for or receive commissions from the sale or recomendation of any Scouting supplies or goods related to Scouting and Executives are cautioned as to their procedure in the matter of accepting samples of goods used in connection with their work and of giving testimonials concerning the same, since injudicious procedure in these particulars may result in undesirable complications.

(b) *To the Scouts under his supervision.* He will never exploit the boys in the interest of his own prestige or advantage, nor will he permit them to be exploited by the Scout organization for its financial or other advancement, nor for the mercenary advantage of any other organization, firm, or individual. His relations to the Scouts and to the Scout organization will always be considered by him as a sacred trust.

(c) *To his fellow Executives and to the Scout Movement as a whole.* Every Executive entering the service thereby incurs an obligation to uphold the dignity and honor of the profession and will seek to promote its scholarship and efficiency, to elevate its

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moral tone, and co-operate heartily in the collection and compilation of useful material which will add to the knowledge of and assist in the formulation of principles and regulations for the benefit of the office of the Scout Executive.

Recognized business procedure and courteous consideration of requests for information and co-operation should be strictly observed as matters of honor.

Organized conferences, institutes, and conventions should receive his active support and be utilized as an opportunity for cultivating fellowship, for exchanging experiences, and for the advancement of scientific and practical knowledge and the maintenance of ethical standards.

In all competitions in Scouting activities with representatives of other councils and in the keeping of records, and in the reporting of Scouting achievements he shall practise the strictest accuracy and the highest integrity and sportsmanship.

Executives seeking associates will as a matter of courtesy notify the senior Executive with whom the person in question is associated that he is in communication with his associate and send him copies of all correspondence.

(d) *To those seeking professional or personal counsel of the Scout Executive.* All confidential information should be guarded with strictest fidelity and honor provided however that this does not preclude the taking of proper measures for the protection of individuals, the Scout movement, or other organizations.

(e) *To the public.* The Executive should exemplify in his relations to the public the essentials of true character in the keeping of appointments, in his general deportment, in the promptness with which he meets business obligations, and in the interest which he takes in matters relating to public welfare.

(f) *To the Churches and other organizations.* He should be tolerant in his religious ideas and seek to co-operate with churches of all creeds and faiths and with all legitimate agencies which are seeking to advance the interests of boys.

Reprinted from "The Scout Executive," April, 1920.

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CHAPTER III

THE COMMUNITY SURVEY

General Plan

To ascertain the facts, to inventory conditions about boy life in his community is the first step which the thinking executive must make before he can intelligently counsel toward a plan of work. This is equally true of the executive entering a new field and of the executive desiring new efficiency in his present location.

Search of the literature of surveys has failed to reveal the development of comprehensive procedure in community surveys of boy life. Very excellent surveys of parts of the problem have been made by various scout leaders, some of whose results are here used as illustrative material. It has seemed imperative therefore to develop a suggestive "boy-survey" program outline for the Scout Executive.

It has been a general principle of school, business, and industrial surveys and auditing to have an **impartial,** outside expert make the survey. This has decided advantages where it is desired to establish **whether or not** the local staff are **doing good work.** Such questions easily become controversial and outside judgment is often the only expedient.

The purpose of the Scout Survey, however, is primarily to accumulate certain statistical facts as to how many boys there are and how their time is occupied—points about which there is no necessity for controversy, no particular "O. K."-ing or criticising of other's work but rather an enumeration.

For this reason, Scouting is enabled to be true to its ideal of **broad community cooperation with existing agencies**—and therefore, in making surveys

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General City Comparison

with 10-20 cities of same size.*1

	% Increase Population		per capita wealth	Tax Rate	Per Pupil School Exp.	Death Rate per 1000	Sickness per 1000	Chief Industries or Occupations with number in each	% Homes owned	Per Capita Charities Gifts, Chests raised locally	Give name of each and amount raised	% Population Church members	Number of the population for each				Total arrests boys under 21 last year	Commitments to Reform Schools last year
	1920	1910											Movie Theatre	Grade School Pupil	High School Pupil	Acre Parks		
Your City																		
1.																		
2.																		
3.																		
4.																		

*1—(In the selection of the cities of same size, get fair geographic distribution).

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can take the strategic position of asking the churches, the schools, the unions, industries, etc., to **cooperate** in a **community boy inventory.**

This is at once sound strategy and sound sense. It economizes the scout leader's time and is in reality the most effective way of **getting the churches and schools and other organizations awakened to boy facts and interested in doing something about them.**

General City Comparison

1) One of the early things to be done is to ascertain how one's community compares in growth, wealth, education, etc.,*2 with similar communities throughout the U. S. This can be done by getting a group of scout executives of towns of your size to run parallel surveys and pool the data; or one can write to these cities to the officer corresponding to one's local sources of information.

II) The Boys in Schools

The natural way to secure information about the boys in Public, Parochial and Private Schools is to seek the administrative officers of those Schools.

Probably the tactful approach is not to ask them to "please secure the facts indicated on the enclosed sheet" but rather by letter or telephone or personal conference to tell them that the Local Council is very desirous of knowing about the boys in the city and desires to know if this school officer would not aid in the making of a simple survey. Consent once given to be a member of the "Survey Committee," either in a meeting or in personal conference, he can be asked to take charge of compiling facts about the boys who are in his schools.

It will be seen clearly that thus may the seeds of future cooperation be tactfully sown.

*2—(This list could be expanded indefinitely or modified. It will be observed that the facts suggested above are on a %, per capita, number of inhabitants, per pupil—basis which makes them comparable directly with those of other cities).

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The Boys in Schools (Public, Parochial, Private)

1. How many boys are there in your community?

	As of Sept. 1.						Scouting Years							
Ages	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1) Number														
2) Number of these in grade schools														
3) In High Schools														
4) Number Not in School														
5) Truant														

Sources of Information

Item (1) Federal Census facts or the local School Census if it be at all reliable or section the city and have some group of individuals make an enumeration.

" (2) These facts can be secured from the three classes of schools Public, Parochial, Private. Both attendance and enrollment should be secured if possible.

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Item (3) The U. S. Census reports indicate that generally the number of boys of any one age (in the years 11-20) in the Community will be approximately 1% of the city population i. e. a city of 50,000 would have 500 twelve year olds, 500 thirteen year olds and so on.

" **(4)** Those not in school can be found by subtracting from the total in (1).

" **(5)** From the Truant Officer.

SAMPLE FACTS FROM SPRINGFIELD, ILLINOIS
Survey by Russell Sage Foundation

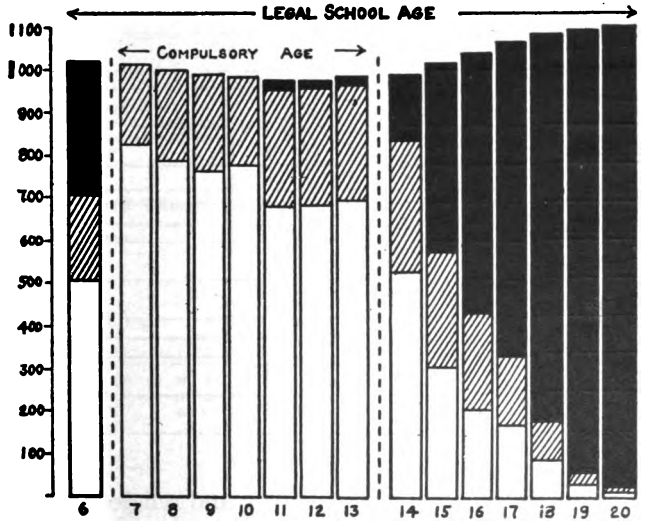

DIAGRAM 3.—THE COLUMNS REPRESENT ALL THE CHILDREN OF THE SCHOOL DISTRICT AT EACH AGE FROM SIX TO 20. PORTION IN OUTLINE REPRESENTS CHILDREN IN PUBLIC SCHOOLS, SHADED PORTION THOSE IN PAROCHIAL AND PRIVATE SCHOOLS, AND PORTION IN BLACK THOSE IN NO SCHOOL

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2. What are the nationalities and religions represented in the Schools?

Age in years as of Sept 1.							Scouting Years							
Nationalities	6	7	8	9	10	11	12	13	14	15	16	17	18	19
American														
English														
French														
Italian														
Russian														
Etc.														
Religions														
Catholic														
Jewish														
Methodist														
Presb't'rian														
Baptist														
Etc.														

Sources of Information

The facts about the nationality and religious affiliation of school boys can be taken from the school registration cards or the school authorities can secure the facts on any one day by asking the children to write them out.

These data can be useful in dealing with these nationality groups or religious groups.

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BOYS' SURVEY OF BINGHAMPTON SCHOOLS

ROTARY CLUB OF BINGHAMPTON

BOYS 6 to 11 years

6 yrs	16.7%
7 "	16.4%
8 "	16.2%
9 "	15.6%
10 "	18.8%
11 "	16.3%

Nationality

AMERICAN	71.3%
SLOVAK	10.3%
ITALIAN	6.1%
AUSTRIA	4.4%
JEWISH	3.3%
LITHUANIAN	1.8%
RUSSIAN	1.4%
POLISH	0.6%
CANADIAN	0.3%
ENGLISH	0.2%
GERMAN	0.2%
SYRIAN	0.2%
GREEK	0.1%
SWEDE	0.1%
SPANISH	0.04%
ASSYRIAN	0.04%
JAPANESE	0.04%
FRENCH	0.04%
BOHEMIAN	0.04%
SCOTCH	0.08%
ARMENIAN	0.08%

RELIGION

PROTESTANT	50.8%
CATHOLIC	41.7%
HEBREW	4.4%
NO CHURCH	3.2%

BOYS' WORK

NO CLUB	80.7%
BOYS CLUB	17.2%
Y.M.C.A.	2.2%

BOYS 12 to 18 years

12 yrs	25.3%
13 "	22.9%
14 "	19.8%
15 "	14.6%
16 "	8.3%
17 "	6.1%
18 "	3.0%

Nationality

AMERICAN	85%
AUSTRIAN	3.6%
JEWISH	3.2%
ITALIAN	2.5%
SLOVAK	2.4%
RUSSIAN	0.6%
CANADIAN	0.3%
LITHUANIAN	0.3%
ENGLISH	0.3%
ARMENIAN	0.3%
POLISH	0.3%
GERMAN	0.3%
SYRIAN	0.2%
DUTCH	0.2%
GREEK	0.07%
SPANISH	0.07%
JAPANESE	0.07%

RELIGION

PROTESTANT	64.3%
CATHOLIC	30.0%
HEBREW	4.0%
NO CHURCH	1.5%
MISCELLANEOUS	0.2%

BOYS' WORK

NO CLUB	55.0%
BOY SCOUTS	24.0%
BOYS' CLUB	18.5%
Y.M.C.A	9.9%

AGE GRADE TABLE—D. P. S.

Ages as of September 1, 1915 — 1915-1916 — Compiled October, 1916

Age	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Edgn	160	133	27	6														326
1st Grade	4	132	159	55	23	5	2	2										382
2nd Grade		1	64	127	49	25	14	8	2									290
3rd Grade				51	105	78	31	28	8									304
4th Grade			1	1	44	101	72	60	38	13	9							339
5th Grade					1	65	59	58	50	37	14	7	1					332
6th Grade						1	28	79	56	62	37	16	5					384
7th Grade							14	28	76	69	36	12						235
8th Grade								4	34	64	53	31	11	4				201
9th Grade									4	36	56	52	24	17	2			191
10th Grade											18	29	20	11	5	1	1	85
11th Grade												11	15	15	10	5	1	57
12th Grade												1	13	16	13	1	3	47
Totals	164	265	251	240	222	275	220	267	288	281	223	159	89	69	30	7	5	3020

Courtesy of Dr. N. L. Englehardt, Columbia University

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3. How far have these boys progressed in school?

Age-Grade-Table

	Ages as of Sept. 1.						Scouting Years							
Years	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Grades 1														
2														
3														
4														
5														
6														
7														
8														
High School 1														
2														
3														
4														

Sources of Information

The school records—or the school authorities can secure through the teachers direct.

The executive may find it useful to compare this table with a table for girls though it is not urged.

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4. What are the Boy-activities and recreation of these boys?

Organized Activities	Age as of Sept. 1. 6	7	8	9	10	11	Scouting Years 12	13	14	15	16	17	18	19
None														
Boy Scouts														
Boy Clubs														
Woodcraft League														
Y. M. C. A. Y. M. H. A. K. C.														
School Athletics														
Reading Camps Gymnasium, etc														
Unorganized Recreation Last Month														
Outdoor Games														
Motoring														
Movies														
Pool Hall														
Visits														
Reading etc.														
Production— what food, etc. have these boys produced?														

Sources of Information

The school authorities can secure answers to the recreation questions direct from their boys.

The list of **organized activities** (supervised) and the list of **unorganized recreation** (what they played or did themselves) will be enlarged by the report of the boys themselves.

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Are there other opportunities available but not made use of?

What ones should be especially added?

Why not ask a group of boys to faithfully study **their use** of time for a week?

III)–The Boys in Churches

It will probably be an "eye-opener" for the churches to individually study **their boy problem.** As stated under 2. (The Boys in Schools) it is the soundest scout strategy to thus lead them to study their problem—as foundations are thus laid for future leaders and committeemen who become interested in that ever-new appeal of the boy.

1.) What boys are the churches reaching?

	Ages as of Sept. 1.						Scouting Years						
	6	7	8	9	10	11	12	13	14	15	16	17	18
Church members													
Sunday School members													
Young peoples societies													
a													
b													
c													
d													
e etc.													
What boys are there historically related to the church which should be reached by it.													

2.) What recreation do these boys have?

Use blank on page 59.

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Sources of Information

Direct inquiry by the church, and church records —probably the former.

1) What percentage of the church membership is below 18?

2) What is the church doing to provide interesting **activities** for its boys? Service? Recreation?

3) Has a boy church attendance census been taken?

4) Are special boy services held?

5) What nationalities and % of each do your **boys** represent?

IV) The Boys in Industry

Interesting industries in their boys and possible interesting of their boys in themselves makes this inventory of great importance. With the exception of the loafing element in the community, this group comprises the mass of older boys.

The Commercial Club, the Manufacturers Associations, the Chamber of Commerce, the Trades Unions, perhaps the mayor of the town, the Public Library and outstanding public men will readily cooperate in securing facts about employed boys. The Y. M. C. A., Y. M. H. A., K. C. are potential sources of great service here.

It is possible for the **Scouts** themselves to collect these facts **at the same time** making it a means of **listing the Vocational opportunities of the community** so that such information may contribute to the intelligent vocational choices of the scouts or others. "Blind Alley" jobs should be watched for and noted.

Character and citizenship interests and ideas, a desire for and knowledge of how to **grow** personally are sorely needed by this generation of workers— as only such knowledge and outlook can hope to replace the ignorant blindness of extreme radicalism.

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1) **How many and where are boys employed?**

Number ages as of Sept. 1.							Scouting Years								
In what employments	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Agriculture															
Mines															
Steel Mills															
etc.															
etc.															
etc.															

Sources of Information

Direct inquiry by industries as indicated above.

2) **What Recreation do these boys have?**

Recreation	Ages as of Sept. 1.						Scouting Years								
Secure List	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Sources of Information

Direct inquiry by industries as indicated above on page 59.

Careful inquiry should be made of vocational information and training opportunities.

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V) What general recreation does your city afford its boys?

A. Uncommercialized	Number	General Effect: Good	General Effect: Bad	Why	Total Attendance
1) Parks					
2) Playgrounds					
3) Supervised Play on School Grounds					
4) Athletics Under whose auspices?					
5) Swimming					
6) Skating					
7) Gymnasia					
8) Reading Rooms					
9) Game Rooms					
10) YMCA-YMHA-KC					
11) Boys Clubs					
12) Boy Scouts					
13) Woodcraft League					
14)					
B. Commercialized					
1) Movies					
2) Pool Room					
3) Dance Halls					
4) Theatres					
5) Shooting Galleries					
6) Skating Rinks					
7) etc.					
8)					

VI) Juvenile Delinquency

1) Secure record of cases by ages with "repeaters" noted.

2) Secure record of cases by ages in "Homes" and "Reformatories."

3) What are the facts about "street gangs."

This part of the study can be readily carried farther with the help of the Judge.

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Sources of Information

Conferences with those who know and lead these various activities in various sections of city.

VII) Boy Time Inventory

There is great need for careful accurate studies of how boys do spend their time.

The following "Boy-Time Inventory" blank has been used by Dr. Norman E. Richardson, of Northwestern University:

TIME SCHEDULE, Week of..... .....191.....

Pupil's Name..... Address..... Age.....

Day School..... Church School.....

Grade in Day School..... Department in Church School.....

	Sunday				Monday				Tuesday			
	No.	From	To	Amount of Time	No.	From	To	Amount of Time	No.	From	To	Amount of Time
1. Asleep												
2. At day school												
3. Working at home, chores												
4. Working for pay, odd jobs												
5. Unsupervised leisure												
6. Supervised leisure, scouting, etc.												
7. Music practice												
8. At the library												
9. Reading stories, papers, at home												
10. At the movies												
11. Breakfast												
12. Dinner												
13. Supper												
14. Dressing and undressing												
15. At church												
16. At church school												
17. Studying day school lessons												
18. Studying church school lessons												
19.												
20.												
21.												
22.												

Wednesday				Thursday				Friday				Saturday			
No.	From	To	Amount of Time	No.	From	To	Amount of Time	No.	From	To	Amount of Time	No.	From	To	Amount of Time

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Reverse of the blank on page 64

DIRECTIONS: This schedule is to be filled out every day from record kept by pupil or parent, showing fully and accurately how all the time is spent each day between rising and going to bed. The exact number of hours or minutes spent in each activity is important.

Leave one time schedule (without directions printed on back) with the pupil, with instructions how to fill out.

This schedule is valueless unless it is an accurate statement of facts.

Do not be in a hurry in securing the data. Interview the boy or girl when you both have plenty of time.

Explain that many other boys and girls are co-operating — helping the University to get this information.

See the pupil at least four times during the week to fill in the schedule. Do not let more than two days elapse between interviews.

Sample questions: "At what time did you get through eating supper last night?" "When did you begin?" "What time was it when you arrived home from school?" "When did school let out?"

I. Parental Condition

Both parents living..... Father dead..... Mother dead..... Parents separated.....

Father's occupation..... Mother's occupation.....

II. Home Condition

Very poor..... Poor..... Comfortable circumstances..... Wealthy.....

Moral condition of home.....

III. Summary for the week

No.	Hours	Minutes
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
Total		

IV. Your estimate of pupil's character

Good manners.....

Trustworthy.....

Obedient at home.....

Department at school.....

Neat in clothing.....

" " personal appearance.....

Good student.....

VIII) Field and Extension Inventory

Many an executive has been surprised to find that he was only reaching a certain segment of his community. One executive recently in motoring the writer through his city said "you noted the area we just covered this side of the railroad. We do not have one troop in that section. The boys want it. The adults haven't seen it yet." Such an inventory is needed to visualize the actual situation.

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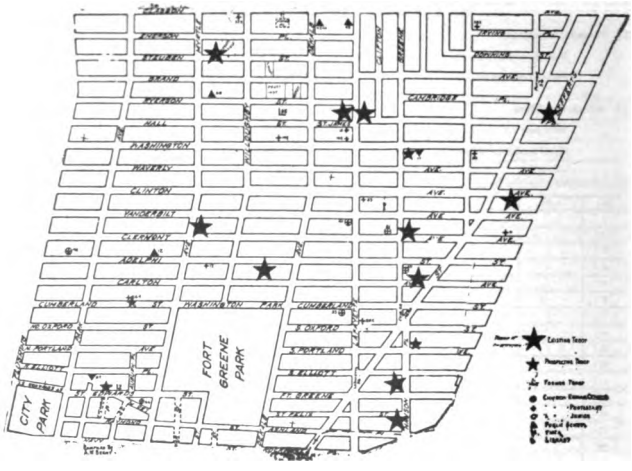
1) **Where are the churches and schools and potential troops centers of the city?** Indicate them on an outline map of the city, marking in red those having troops. Places needing extension work will thus be seen at once.

Sample Study from Brooklyn, New York (Beeney)



2) **Where do your Scoutmasters live?** Solon I. Parks of Reading, Pa., suggests entering the residence of the Scoutmaster on a similar map, toward the policy of securing scout leadership from the community adjacent to the troop. Such a study by each Scoutmaster of his troop and showing the residences of the scouts and the meeting place of the troop, in addition, could be secured without much difficulty, (the Senior Patrol Leader would be glad to prepare the map) and would enable the executive to know how far he was conserving such community elements of morale and solidarity.

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3) **Inventory the possible and available sources of leadership supply in your community?**

a) List of clubs and available men with their active interests and relationships in the community.

b) List of churches and available men.

c) List of Schools and available men.

d) List of Fathers and available men.

Such a study may properly be used to determine all the community agencies as a basis for getting them to appoint Boy's Work Committees, etc., etc.

IX) Troop Inventory

No survey of the Community would be complete which did not inventory **Troop strength, Scout progress, Ages, Years in Scouting, Losses and Causes therefor.** Here the Scoutmaster group should be dealt with like the other school and church groups mentioned and for similar reasons.

1) **What is the present status of your troops?** see page 68.

Sources of Information

Own Local Council Records or direct securing from the Scoutmaster, Scribe or Troop Records.

2) **What specific goal of growth and improvement shall we set for coming year?**

a) Number new troops.

b) Maximum % loss to keep below.

c) Percentage of 1st Class, 2nd Class, Tenderfoot Scouts to achieve for the year.

d) Specific moral and quality standards to be met by leaders?

e) Training program to be put on.

f) etc., etc.,

A survey is only significant as **something is done about it!** It should give fruitage in specific **plans and improvements.**

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TROOP INVENTORY

Troop Number	Age of Troop	Years in Scouting	Total Boys passed through it	Total number Scoutmasters	Present Membership									Ages as of Sept. 1.								Boys Dropped during the year Ages							
					Present Membership	Tenderfoot	Second Class	First Class	Merit Badge Scouts	No. Merit Badge per scout	12	13	14	15	16	17	18	19	12	13	14	15	16	17	18	19	20
		1																										
		2																										
		3																										
		4																										
		5																										
		1																										
		2																										
		3																										
		4																										
		5																										

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BOY SCOUTS OF AMERICA
Danville Council
SURVEY AND QUESTIONNAIRE.

Date.....

Name..... Address..... Phone.....
School..... Grade.....Teacher..... Church.....
Pastor..... Date of Birth..... Place.....
Father's Name..... Occupation..... Mother's Name.....
Guardian..... Have you ever been a member of the Boy Scouts of America?.....
Where?..... Troop No.....How long a member?..... Are you still a member?..... What class scout were you?..... Have you ever been to a Boy Scout Camp?.....
Have you ever attended any Boy's Camp?.....If you are not now a member of the Boy Scouts of America would you like to join?..... Why?..... If you were ever a member of the Boy Scouts of America why did you drop out of Scouting? .....
.....
Are your parents interested in Scouting?.....Do you belong to the Y. M. C. A.?..... Do you belong to any other Boys' Organizations?..... What are you most interested in?..... What appeals to you most in Scouting?..... Do you play any musical instrument?..... Can you play a fife, drum or bugle?..... Can you sing in public?.....What is the best book you ever read?.....What is the best moving picture that you ever saw?..... Do you know any young leader who would be interested in Boy Scout Work?..... Who in your

mind is the greatest pioneer?.....Who is the greatest man in the United States today?.....
Who are the following officers of the Boy Scouts of America?
Chief Scout Executive..... National Scout Commissioner..... Danville Scout Executive..... What branch of athletics do you like best?.....
Do you like to go to school?..... Why?.....
.....
Do you like to go camping in winter?..... Have you ever been on an overnight hike?..... Have you ever been away from home for any length of time?.....
What is the longest hike you have ever taken?..... Where to?..... Explain in your own words what you think Scouting is.....
.....
.....

DISPOSITION

NAME..... AFFILIATION.....
CLASS..... FILE.....

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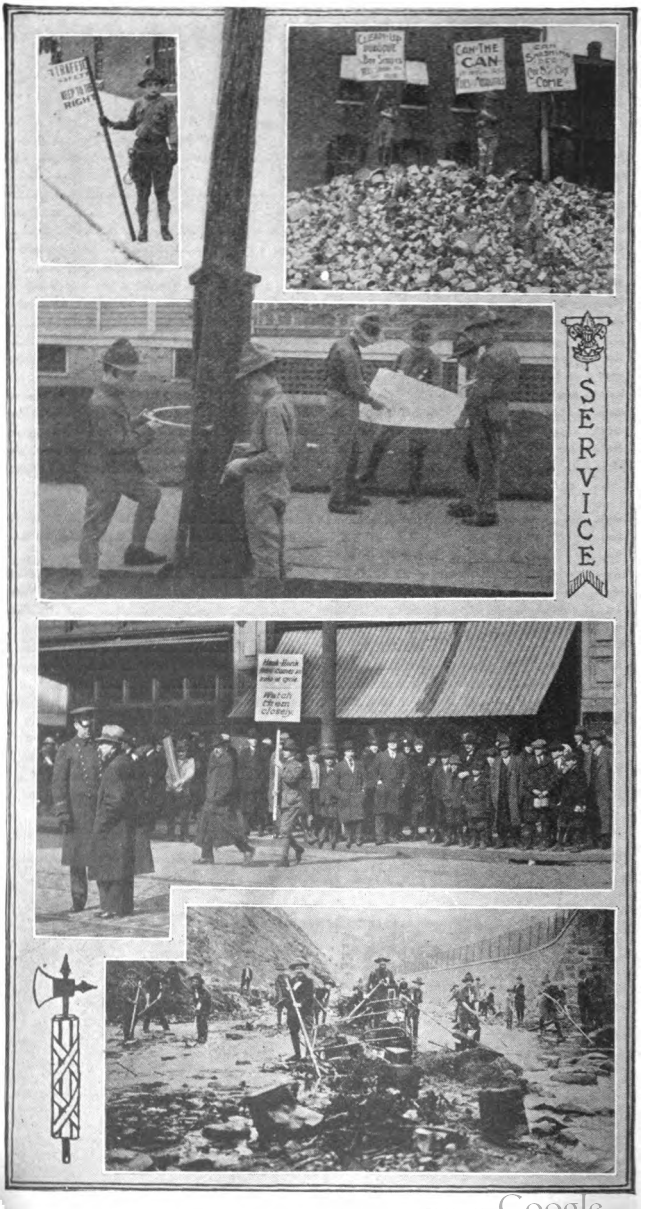

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CHAPTER IV.

EFFECTING A WORKING ORGANIZATION

A New Man

The executive who enters the work of an already organized council

1) Will do well to move very slowly in the matter of changes unless conditions have been very bad indeed.
2) Will be very, very cautious about criticizing his predecessor. Avoid doing so entirely if possible.
3) Will carefully study his community and its nature, counselling much with his cabinet and with them studying what should be done.
4) **Changes in personnel** will probably be made—but should come slowly in most cases, naturally and as painlessly as possible. The Scout movement will have to live with the people of this community long after the executive shall have gone—so that care should be exercised lest bad feeling be created.
5) Unsound moral conditions however, should be faced promptly and with decision, **not with noise** but with decision.

Initial Steps

For him—as well as for the executive entering a new field, hitherto unorganized, the initial steps have been outlined in Chapter II, page 24.

1) **Scrutinize**—his field to ascertain conditions.
2) **Advise**—with those who know the community.
3) **Organize**—to accomplish **definite objectives.**
4) **Deputize**—others to help carry the load.
5) **Energize**—with spirit and vision of service.
6) **Supervise**—and help secure results.
7) **Realize**—on the definite objectives **started.**
8) **Recognize**—the part others have played therein.

General Principles

To **look** and **advise** before leaping is the sanest policy.

1) Therefore a survey of conditions and
2) a **thorough counselling** with leading men must precede the effecting of the working organization.

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3) **Tasks should be definitized**—a man for every job and a job for every man. How can a man be expected to do his job if he is hazy as to just what his job is. The first thing in organization is to decide **"What things are going to be done."** These things must then be divided up into sizable jobs, worthy, attractive, possible.

4) **Carefully select each man for a definite task.** Here the counsel of leading citizens and boy-workers will be of great value. The character, the abilities, the interests, the hobbies of the man and his dependability are known to his fellows in the community.

5) An organization is a living machine and is not effective until the man becomes active. He must first be "sold" the idea and value of boy service; the job must then be squarely and frankly put up to him by someone he respects. (Preferably not the executive.) The man must then have cooperation and help in taking hold of his duties.

6) **The time element** of a task should never be camouflaged. A man should never be told: "It won't take much of your time", because any service other than a dummy directorship **does take time.** The man in honesty has a right to the most accurate picture of his job than can be given him.

7) **The time element in meetings** is of equal importance. It is not honorable to hold a man 2 hours at a "30 minute meeting." Run your meeting on such a planned schedule that things are ever on schedule time and dismissed **before** men begin to consult their watches and "have to go." The secret of such speed is probably to be found in following definitely Parliamentary procedure not lifelessly—but to the extent of **handling one subject at a time** and making some disposition of it. A motion brings loose conversation to a head and saves time. Much time is lost in such committee meetings by presenting a half a dozen things talking much about them and disposing in business-like fashion of none of them. If the scout business has reputation for dispatch in its meetings the biggest men in the community can **afford** to be there, otherwise not.

8) **Keep the organization active** in worth-while, forward-looking, onward-moving service tasks. The imagination of the community must be challenged—not cheaply by loud show, but by the quiet reality of service rendered. Activity in doing things for the boys is the secret An organization (especially a volunteer group) is much like a bicycle—stable when going; it totters when it stops.

9) The human elements of friendship, consideration, encouragement, appreciation and recognition are vital

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organization elements, because they create morale. The spirit of an organization, the plane upon which it lives, limits its life and service just as truly as it does in the case of an individual. It is essential therefore for the executive himself to live those fine qualities which evoke such spirit in others. He thus can build the spiritual tone of his organization and until this is done his organization is neither effected nor effective.

10) The principle of definite time objectives is most healthful. **What are we going to accomplish?** Certain very definite ends and results as a minimum achievement task. **When will this be completed?** Sometime? No—it will be completed two years or 12 months or 6 months or 60 days from date! The theory which makes a definite amount of money and a definite closing date valuable in a financial campaign—applies with equal force in accomplishing any other task.

11) Bring these Councilmen, into some direct touch with the boys and their activities. It will tremendously enhance their enthusiasm and hold their interest, such contacts with strong, clean men will do the boys good as well.

12) Frequent, terse, reports give men information on which interest may be sustained.

Organization of the Local Council

Both logically and in point of time the organization of the local council and its committees precedes the organization of the Scout Executive's staff. Indeed the Executive is selected by the Executive Committee of the Local Council. There have, however, been cases where an Executive was brought in to help a few leaders organize their interest in and responsibility for boyhood into a working unit and then one of the early acts of the organization was to elect the executive formally. These cases are the exception however. The nature of scouting, as a national movement for local use by local men for the benefit of local boys—is such that certain minimal standards are necessary as indicated in Chapter VII.

Probably among these essential uniformities is the general nature of the local council organization, as the foundation unit on which by Federal Charter is builded the national movement to build character and citizenship.

The following statement was used to introduce the "Standard Constitution for Local Councils, Boy Scouts of America 1920."

"This Constitution has been drafted to set forth what is considered by the officers of the National Council, Boy Scouts of America, to be the best form of meeting the needs of first-class councils. With some slight modifications it may be adapted to the needs of second-class councils.

It is presented as containing the minimum requirements which will be expected of first class councils. A reasonable time will be

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allowed to councils to adapt themselves to the provisions of this Constitution. In case there are local conditions warranting consideration of a request for modifications or the elimination of any of the provisions, this matter should be made the subject of correspondence with the Director of the Department of Field Work.

It is the privilege of all councils to add to the provisions of this Constitution and to elaborate as much as may seem desirable in the By-Laws, and to so draft By-Laws as to cover local conditions.

For the convenience of the field, standard By-Laws are made available with alternative suggestions for various provisions in which experience shows different conditions prevail in different localities."

LOCAL COUNCIL CONSTITUTION

ARTICLE I.—NAME

The name of this Organization is the (
Council of the Boy Scouts of America.

ARTICLE II.—PURPOSE

Section 1. The purpose of this Organization is to promote the Boy Scout Program for character development, citizenship training, physical fitness and Americanization within the territory covered by the Charter granted by the National Council and in accordance with the Constitution and By-Laws of the National Council and the policies and regulations thereof, as set forth in its official publications.

Section 2. And, further, to share with the National Council responsibility for providing adequate leadership, maintaining standards of the Boy Scout Movement, protecting its badges and official insignia against use by those not duly registered as Scouts and Scout Officials, and in extending the benefits of the Movement to all the boys of America.

ARTICLE III.—PRINCIPLES AND POLICIES

This Council shall at all times maintain the principles and policies of the Boy Scouts of America, as set forth in detail in Article III of the Constitution of the National Council of the Boy Scouts of America, specifically restricting the leadership to men willing to subscribe to the declaration of principle therein set forth and otherwise entitled to certificate of leadership.

ARTICLE IV.—MEMBERSHIP.

Section 1. Membership in this Council shall be limited to men 21 years of age or over, who are citizens of the United States or who have legally declared their intention to become citizens of the United States, and who subscribe to the Scout Oath and Law and Constitution and By-Laws of the Boy Scouts of America, and can qualify in accordance with the provisions of Article III.

Section 2. Each institution or group of people to which charter is granted to conduct a troop shall be entitled to elect at

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least one representative (not the Scoutmaster) as a member of the Local Council. Additional members shall be elected representing the religious, civic, educational, business and labor interests of the community, provided, however, that when the number of troops under the jurisdiction of this Council shall be twenty-five or more, the members elected at large shall not constitute a majority of the total membership of the Council.

Section 3. Vacancies in the Council shall be filled by the body responsible for the original election.

ARTICLE V.—OFFICERS

Section 1. The officers of this Council shall consist of a President, one or more Vice-Presidents, a Treasurer, a Scout Commissioner, a Secretary, and such other officers as are necessary and are provided for in the Constitution and By-Laws of the National Council. There shall be a Scout Executive who as Executive Officer of the Organization, shall work under the direction of the Executive Board and have general direction and supervision of scout activities within the jurisdiction of the Council. He shall serve as Secretary of the local Council, its Executive Board, and the various committees thereof, but without vote therein. All officers, with the exception of the Scout Executive and Scout Commissioner, and deputy scout commissioners, shall be elected from the membership of the Council, and all shall be elected in the manner, and shall perform such duties, as are prescribed in the By-Laws.

Section 2. This Council shall elect annually such representatives to the National Council as it may be entitled to, in accordance with provision of Article *1*, Section *1*, of the By-Laws of the National Council.

Section 3. Honorary Officers may be elected at the discretion of the Council.

ARTICLE VI.—MEETINGS

Section 1. This Council shall hold an annual meeting between October 1 and January 1 for the purpose of receiving reports, electing officers and passing upon the application for renewal of charter, and may hold such other meetings as may be provided for in the By-Laws.

Section 2. Formal notices of all meetings shall be sent so as to be received at least one week in advance of the meeting. One-fifth of the duly registered membership shall constitute a quorum.

Section 3. Voting by proxy shall not be permitted. One-fifth of the membership of the Council shall have the right to request in writing that the President cause a meeting of the Council to be held within thirty days after the presentation of such request.

ARTICLE VII.—EXECUTIVE BOARD, COURT OF HONOR AND COMMITTEES

Section 1. There shall be an Executive Board of the Council which shall include a fair representation of the group of members of the Council representing troop organizations and the various

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interests of the community which shall include the Officers of the Executive Board, Scout Commissioner, the Chairmen of the Court of Honor and of all standing committees.

Section 2. There shall be a sub-committee of the Executive Board consisting of at least three members with which the Scout Executive shall consult on all matters involving the exercise of discretion or the interpretation of policies. This Committee shall, during the intervals between meetings of the Executive Board, have power to act on behalf of the Executive Board and the Council, subject to the approval of the Executive Board at its next regular meeting.

Section 3. There shall be a Court of Honor organized and conducted in accordance with Article XI, Section 2, Clause 10, and Article XV of the By-Laws of the National Council.

Section 4. There shall be a Committee on Finance, a Committee on Troop Organization, a Committee on Camping, a Committee on Leadership and Training, a Committee on Civic Service and a Committee on Educational Publicity, together with such other Committees as may be prescribed in the By-Laws.

ARTICLE VIII.—FINANCE

Section 1. The necessary expenses of this Council shall be met from funds secured by solicitation or otherwise, in accordance with the provisions of the Constitution and By-Laws of the National Council of the Boy Scouts of America, and all efforts for the raising of funds shall be in accordance with plans which have been specifically approved by an authorized representative of the National Council of the Boy Scouts of America from time to time.

Section 2. All funds of this Council, or handled on behalf of this Council, including sales and equipment receipts for camping and all other purposes, shall be deposited to the credit of the duly elected Treasurer of the Council, who shall be bonded, and funds shall be disbursed only upon authority of the Council or its Executive Board, specifically given by resolution of a duly called meeting, as is more fully set forth in the By-Laws. An annual statement of the expenditures of the Council, duly audited, shall be made public to the community and submitted to the National Council with its application for renewal of charter. This statement shall be for the year ending December 31st of each year.

ARTICLE IX.—AMENDMENTS

This Constitution may be amended at a regularly called meeting of the Council, provided that a copy of the proposed amendment or amendments accompanies the call for the Council meeting, and provided, further, that such proposed amendment or amendments shall have had the consideration of the Executive Board of the Council at a duly called meeting.

Definitizing Local Council Duties

In accordance with the proposed general principles of organization, the attempt is here made to analyze the duties and interrelations of each officer and committee of the local council:

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OUTLINE OF DUTIES OF OFFICERS

LOCAL FIRST-CLASS COUNCIL WITHOUT DISTRICT COMMITTEES

Office or Committee	DUTIES	By whom A—Appointed E—Elected N. C.—Nat'l Council	Directly responsible to
President	General supervision to Council and its officers and maintain constitutional functions of the organization as a whole. Preside at Council and Executive Board Meetings. Ex-officio member of all standing committees.	E — Original Organizing group of whole council	Whole Council
Vice-president one or more	Assist the President in exercise of his duties and substitute for President when necessary.	E — same as President	Whole Council
Secretary	If 1st class council, position filled by Executive. (See duties of Executive) usual duties of Recording & Corresponding Secretary.	E — Same as President	Whole Council
Treasurer	Receives and holds in custody, subject to order of Council or Executive Board, all moneys of the Council. Disbursement only on procedure approved by Executive Board. Reports regularly and on demand. Holds troop money when requested.	E — Same as President	Whole Council
Scout Executive	Chief executive officer and general director of all Scouting activities—Representative of National as well as Local Council to entire community—Maintains standards of personnel work and program—Organiser, leader, teacher of local forces for leadership of boys—Secretary of Council, Executive Board and each Standing Committee.	A—Selected and employed by Executive Board, with approval of Nat'l. Council N. C.	Executive Board
Asst. Sc. Exec.	Such duties as the Sc. Exec. may direct: (a) general ass't., or (b) functional duties.	A — Employed by Ex. Bd. on recommendation of Scout Ex.	Scout Executive

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OUTLINE OF DUTIES OF OFFICERS Continued

LOCAL FIRST-CLASS COUNCIL WITHOUT DISTRICT COMMITTEES

Office or Committee	DUTIES	By whom A—Appointed E—Elected N. C. Nat'l Council	Directly responsible to
Field Sc. Exec.	So called when an Assistant Scout Executive is assigned to Field work in a district.	A—Employed by Ex. Bd. on recommendation of Sc. Exec. N. C.	Scout Executive
Commissioner	Determined by resolution of Ex. Bd. Shall not conflict with Nat'l or local Constitution and By-Laws concerning duties of Sc. Ex. and other officials.	E — Elected by original org. group or whole Council, N. C.	Whole Council
Deputy Commissioner	(a) District or functional volunteer assistant to Sc. Ex. (b) or same duties as Commissioner, but confined to a district.	E—by Council or Ex. Board approved by Scout Executive	Scout Executive or Commissioner as Local Council determines
Ass't Deputy Comm'r	Ass't to Deputy Comm'r under plan (a) or (b)	Ex. N. C. as above. N. C.	Scout Executive

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OUTLINE OF DUTIES OF COMMITTEES

Committee	Responsible for	Composed by	How Formed	Resp. to
Executive Board	All Council responsibilities during interim between council meetings and carrying out resolutions, policies or activities as the Council may direct. Selection and Supervision of Scout Exec.	Council officers and ch. of all standing com. and of Court of Honor and Members at large if required.	By virtue of election or appointment of members	Whole Council
Sub-com. of Exec. Board	The exercise of the powers of the Executive Board in matters requiring action between meetings of the whole Board subject to approval of Board.	At least 3 Members of Exec. Board	Elected by Exec. Bd.	Exec. Bd.
Finance Committee	Devising ways and means of securing funds to meet authorized budget of Council, also preparation of budget for approval, audit of accounts report.	Chairman and 2 or more	A — Chairman elected by Council or Exec. Bd. or appointed by Pres. then selects his Com or (b) whole Com. elected	Whole Council
Troop Organization Committee	Maintenance of troops and standards of their operation, their business matters, financing, relations between boys and leaders; activity of tr. committees and relations with institutions; organize troops and confer on location, meeting places, merging, dividing, size, etc.	Chairman and 2 or more	Same as above	Whole Council
Committee on Camping	Advice in establishing and maintaining all camps under council. Cooperates in maintaining standards, promotes hiking and whole camping program and cooperates in selection and purchase of sites and equipment. Investigates and reports on all camps to which Scouts go. Budget—report.	Same	Same	Same

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OUTLINE OF DUTIES OF COMMITTEES

Continued

Committee	Responsible for	Composed by	How Formed	Resp. to
Committee on Leadership and Training	The establishment and conduct of systematic training classes or courses in Scoutcraft and Scout leadership; the establishment of minimum requirements in experience and training for Scoutleaders; cooperation with the Court of Honor in selecting and approving instructors and examiners; the creation of local sentiment by public speaking, dissemination of literature or otherwise in support of the efforts of the Troop Committees in securing Scoutleaders	Chairman and 2 or more	A — Chairman elected by Council or Exec. Bd. or appointed by Pres. then selects his Com. or (b) whole Com. elected	Whole Council
Committee on Civic Service	Advice and cooperation with the Scout Executive and Executive Board on questions of participation of Scouts in public service, and if desired, organization and supervision of such service. Stimulates fulfilment of the oath, law and good turn.	Same	Same	Whole Council
Committee on Educational Publicity	Prepare a program or policy on publicity and cooperate in carrying it out. If requested, conduct regular or special publicity campaigns. Assist in maintaining relations of mutual understanding between the Council and other agencies. Enlist and instruct speakers for publicity service. Pass on all printed matter and publicity features.	Same	Same	Whole Council
Court of Honor	Meetings as often as may be required at places accessible to all Scouts under the Council for examination of Scouts who make application for Merit Badges; certification of those who pass and awarding of Merit Badges. Also appointment of qualified examiners and instructors in Merit Badge subjects and the maintenance of minimum standards as established by the National Council for the awarding of Merit Badges; also the recommendation to the National Court of Honor of Scouts who qualify for honor medals.	A chairman and four or more.	(a) All elected by the Council or (b) appointed by the president or (c) three or more citizens appointed by the chairman with approval of the Ex. Bd.	The Whole Council.

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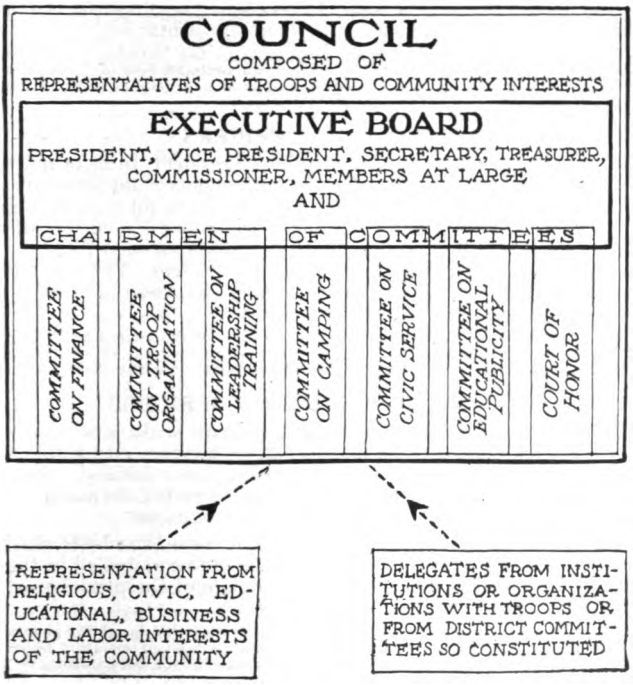

LOCAL COUNCIL BY-LAWS

Prepared for councils without district form of organization for use in conjunction with the standard constitution for local councils

ARTICLE I—MEMBERSHIP

Section 1—The charter Membership of this council shall consist of those qualified men indicated as members in the minutes of the organization meeting and shall also include duly elected representatives of each troop within the council territory.

Section 2—Institutions, organizations or groups responsible for one or more troops of Scouts, and holding troop charter shall elect delegate members who shall automatically become members of this council in accordance with provisions of the National By-Laws Article XI, Section 1, Clause 6. Members at large may be elected by the council to the membership of this council provided they are qualified under the requirements of the National Constitution and By-Laws and the provisions of Article IV of the local council constitution.

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Section 3—The membership of this council shall consist of not less than—members including the troop representatives.

NOTE—The minimum membership acceptable to the National Council is twenty-five, and a membership of fifty or more will probably be found necessary in order to make possible the formation and satisfactory functioning of the various sub-committees of the council.

ARTICLE II—OFFICERS

The officers of this council shall be a President, three or more Vice-Presidents, a Treasurer, Scout Commissioner and Secretary. There shall be a Scout Executive who shall also fill the office of Secretary. Upon recommendation of the Scout Executive, the Executive Board may appoint (subject to commission from the National Council) Assistant Scout Executives, Field Scout Executives, Deputy Scout Commissioners and Assistant Deputy Scout Commissioners, as may be required.

NOTE—Assistant or Field Scout Executives may be designated as "Camp Director" or "Educational Director" under the direction of the Scout Executive and subject to the approval and oversight of the Executive Board.

ARTICLE III—DUTIES OF OFFICERS

Section 1—PRESIDENT—The president shall give supervision to the council and its officers, and see that its constitutional duties and obligations, National and Local are fulfilled. Also he shall preside at all meetings of the council and of the executive Board and is an ex-officio member of all Committees.

Section 2—VICE PRESIDENTS—The Vice Presidents shall assist the President in the exercise of his duties and shall in the priority of their election, perform the duties of the president at all times when he cannot give active service.

NOTE—The Vice Presidents may also be made responsible for giving genera supervision and oversight to various departments of council operation which may classify under administration, training, court of honor, sea scouting.

Section 3—TREASURER—The Treasurer shall receive and hold in custody, subject to the order of the council or its executive board for the disbursement thereof, all moneys received by the council from whatever source and for whatever purpose. All funds in the custody of the treasurer shall be maintained in a separate account in a banking institution, and an accurate account under the necessary classifications or sub-divisions shall be maintained. The disbursement of the funds of this council shall be upon written or printed order signed by a duly elected officer and countersigned by another duly elected officer, whose names shall appear in the minutes of the meeting at which designated, and whose signatures shall be filed with the treasurer.

The Treasurer shall report the state of the treasury at all regular meetings of the council and at all other times when requested by vote, and shall make a public report, duly audited, of all moneys received and distributed, filing a copy with the National Council at the close of each fiscal year.

At the request of the troop committee of any troop under the jurisdiction of this council, the treasurer shall hold in trust for such troop or troop committee, funds of the troop or set aside

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for its use or benefit, such funds in whole or in part to be transferred to the custody of a troop or institutional treasurer upon duly accredited authority for such transfer.

NOTE—The Treasurer should be bonded.

Section 4—SCOUT COMMISSIONER—As the ranking volunteer commissioned officer in Scouting for the territory supervised by this council, the Scout Commissioner shall serve without compensation and perform such duties as may be determined from time to time by resolution of this council or its executive board, subject to and without conflict with the provisions of the constitution and by-laws of the National Council or of this council, or the duties of other officials of this council.

NOTE—The following paragraphs adopted as a part of these by-laws establish a definite policy for this council concerning the duties of Scout Commissioner. In case any sections are omitted the duties devolve upon the Scout Executive.

1.. The Scout Commissioner shall serve as the officer of inspection for the maintenance and promotion of all Scouting standards.

2.. He shall be responsible for a systematic inspection of the troops, camps, scout leaders and scouts under the jurisdiction of this council, and shall report regularly with recommendations to the Executive Board concerning the conditions found.

3.. He shall be the active head of the Scoutmasters' organization (round-table) and help in the development of esprit de corp and efficiency among the scout leaders.

4.. He shall be at least a member, ex-officio, of all Courts of Honor held under the jurisdiction of this council.

5.. He shall at all times co-operate closely with the Scout Executive on a definite division of function which shall be set down in the minutes of the Executive Committee.

Section 5—DEPUTY SCOUT COMMISSIONERS—The Deputy Scout Commissioners shall serve as voluntary Field Workers performing such duties as may be mutually agreed upon between themselves and the Scout Executive whether territorial or functional in scope, subject to the approval of the Executive Committee, and reporting to the local Council Office.

Deputy Scout Commissioners shall serve in the same capacity as the Scout Commissioner performing the duties as specified for the Scout Commissioner in their respective districts.

Section Section 6—SCOUT EXECUTIVE.

Clause 1. The Scout Executive of this council shall be under the direction of the Executive Committee the general director of all scouting activities within the territory over which the council has jurisdiction.

Clause 2. As a commissioned officer of the Boy Scouts of America he shall serve as the representative of the National Council in the responsibility of

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maintaining standards, of guarding against the issuance of commissions to unqualified men, by safeguarding the sale or use of official badges and uniforms.

Clause 4. As the one especially assigned to give leadership to the community and national interests in work with boys, he should prosecute the scout program within his territory in such a way as to make the Movement available to the greatest possible number of institutions, organizations and boys of scout age, and to continually increase its usefulness and service. To this end he should be an active leader of scoutmasters, assisting them in their training and planning and execution of their work.

Clause 5. As Secretary of the council and its Executive Board, he shall keep the minutes of the meetings of the council and the Executive Board and such records as will make possible measuring of results and the necessary reports for renewal of charter. He shall prepare annual report covering the activities and achievements of the council for the charter year which shall be presented to the council at the annual meeting, made public to the community and transmitted to the National Council.

Clause 6. As Secretary of the Standing Committees of the council including the Court of Honor, he should acquaint himself with the best methods and standards for scout work along the lines of the various committees, so as to be of the greatest assistance to the committees in fulfilling their functions. In this connection also he should survey conditions throughout the council territory, recommend action, bring to the attention of the committees, the Executive Board and the council both the successes and failures in the operation of this and other councils, so that the greatest possible service may be rendered to the individual boys, the community and the nation.

Clause 7. He shall be in charge of the council headquarters and, subject to the approval of the Executive Board, he shall have power to appoint and remove all employees of the council and to direct their work.

Clause 8. It is the function of the Scout Executive to secure the desired results through effective leadership primarily of volunteer workers reducing to a minimum the machinery of organization and keeping the boy Scout program available as a Movement as largely as is practicable.

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Section 7—NATIONAL COUNCIL MEMBER—The duties of the delegate member of the National Council shall be to attend the annual meeting of the National Council and participate in its proceedings and perform such other duties as may be assigned to him.

ARTICLE IV—NOMINATIONS, ELECTIONS AND APPOINTMENTS

Section 1—At the November meeting of the Executive Board and subject to its approval the Chairman shall appoint three to five members of this council to serve as a nominating committee to make nominations at the annual meeting of the council for officers and members at large of the council. The formation of this committee shall be made known to the entire membership of the council so that recommendations may be made for its consideration. All elections shall be by ballot.

Section 2—The President shall appoint as soon after his selection as possible, with the advice and approval of the Executive Board, from the membership of the Council the Chairman of the Court of Honor and of other regular standing committees. The personnel of these committees shall receive formal appointment by the Council or Executive Board, from the council membership upon recommendation of the committee chairmen.

Section 3—The Scout Executive shall be appointed by the Executive Board with the advice and approval and commission of the National Council.

Section 4—The Assistant Scout Executive and Field Scout Executive shall be appointed by the Executive Board upon the recommendation of the Scout Executive. The Scout Commissioner shall be elected by the local council or be appointed by the Executive Board pending council election. The Deputy Scout Commissioners and Assistant Scout Commissioners shall be appointed by the Executive Board with the advice and approval of the Scout Executive. All the officers mentioned in this section are elected as indicated, subject to the issuance of commissions from the National Council which shall terminate at the expiration of the council's charter.

ARTICLE V—MEETINGS

Section 1—The regular meetings of this council shall be held in such place within the territory under the council's jurisdiction as the President or the Executive Board may direct, during the months of April, September and December. The December meeting shall be the annual meeting.

Section 2—Special meetings of this council may be called by the President or Executive Board on their own initiative or at the request in writing of one-fifth of the membership of the council. The President shall call a special meeting of the council to be held within thirty days after the presentation of such a request. The notice of all special meetings shall contain a statement of the purpose of the meeting or of the special business to be transacted.

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Section 3—The order of business at the regular meetings of this council shall include a report of all action taken by the Executive Board since the previous council meeting; reports indicating progress in the administration of the council; the training of scouts and leaders in the advancement of scouts through the successive scout ranks; in the extension of the Movement throughout the territory; and such other business as may be required to maintain the necessary standards for which the council is responsible.

Section 4—At the meeting of the Executive Board preceding each meeting of the council, the chairman, shall, subject to the approval of the executive Board, appoint from three to five members of the council as a Committee on Program and Resolutions for the next council meeting. Notices of such meeting shall announce the membership of this committee and invite suggestions from each member of the council for the arrangement of the program and resolutions to be considered at the meeting. All resolutions thus submitted or which may be offered at the meeting shall be submitted to the council with recommendations based upon consideration of them by this committee.

ARTICLE VI—EXECUTIVE BOARD

Section 1—The Executive Board of this council shall consist of the President, Vice Presidents, Treasurer and Scout Commissioner together with the Chairmen of the Court of Honor and of the Committees on Finance, Troop organization, Camping, Leadership and Training, Civic Service and Educational Publicity.

The Scout Executive shall serve as Secretary of the Executive Board but without vote.

Section 2—If at any time it shall appear that the membership ship of the Executive Board does not contain a majority of members who are delegated to membership in the council by district committees or by institutions, organizations or groups representing troops additional members so delegated shall be elected by the Executive Board to its membership to insure such majority representation.

Section 3—If at any time it shall appear that the Executive Board does not include members who are duly qualified to represent the religious, civic, educational, business and labor interests of the community additional members may be elected by the Executive Board either from the membership of the council or from the membership at large, to insure such representation.

Section 4—The Executive Board of this council shall consist of not more than twenty-one members, the majority of whom shall constitute a quorum.

Section 5—The Executive Board shall meet monthly except during July and August, at such time and place as it may determine. The President, Vice President and Treasurer of the council shall be respectively the Chairman, Vice Chairman and Treasurer of the Executive Board.

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ARTICLE VII—THE COURT OF HONOR

Section 1—The Court of Honor of this council shall consist of five members* who shall be formally elected or appointed on behalf of the Council or Executive Board upon the recommendation of the Chairman of the Court of Honor.

The Scout Commissioner shall be a member ex-officio of the Court of Honor and if the Court of Honor meets in district sections, or if there are district courts of Honor, the Deputy Commissioners or Field Executives appointed for such districts or both of them shall be members ex-officio of such Courts of Honor.

Section 2—The time and place of meeting may be determined by the Court of Honor, see Article XV, Section 5 of the National Council By Laws. A majority of the membership shall constitute a quorum.

NOTE—The Court of Honor shall determine with the advice and approval of the Executive Board whether it shall meet in formal session at least three times a year or more often if required, in a central and accessible place convenient to all troops of the council, or whether it shall meet successively in various districts of the council territory, or establish district Courts of Honor so as to conform to the policy set forth in Article 11, Section 3 of the National Constitution.

Section 3—The Court of Honor shall appoint such qualified instructors and examiners for the various merit badges as may be called for by the desire of scouts to qualify for the merit badge awards. In no case shall a merit badge be awarded unless the scout has personally appeared before at least three members of the court of honor, and either by examination conducted personally by the court of honor or upon evidence furnished by a duly appointed expert examiner demonstrated to the satisfaction of the court of honor that the handbook requirements have been complied with in a satisfactory manner.

NOTE—Where the Committee on Training secures instructors and examiners, these should be approved and certified by the Court of Honor.

Section 4—The Court of Honor shall maintain the minimum standards as established by the National Council for the awarding of all merit badges. In all examinations it should be borne in mind that the purpose of the tests and examinations is not to secure a mere technical compliance with requirements, but rather to ascertain the scout's general knowledge of subjects studied, and that practical rather than book knowledge is desired. A scout should be prepared at any examination for a review covering previous tests given him as well as to demonstrate that he knows the Scout Oath and Law and is being guided thereby.

The Court of Honor shall conduct its proceedings in accordance with the regulations adopted by the National Court of Honor and published in the Scoutmasters' Handbook.

Section 5—The Court of Honor is also intrusted with the responsibility of recommending to the National Court of Honor scouts who have qualified for Honor medals or other awards.

*NOTE—In larger councils a minimum of twelve is urged.

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Section 6—The Court of Honor shall supervise the work of the qualified examiners and instructors who may be organized as a Board of Instructors and Examiners. Such Board of Examiners, shall work in close cooperation with the Committee on Training conforming to such methods, regulations and standards as that committee may promulgate, subject to the requirements and stated procedure of the Court of Honor.

ARTICLE VIII—DUTIES OF STANDING COMMITTEES

Section 1—THE EXECUTIVE BOARD.

Clause 1—The Executive Board shall exercise all the powers of this council during the intervals between its meetings.

Clause 2—The Board is responsible for the carrying out of resolutions, policies and activities voted by the Council through the regular channels, as indicated in the duties of the officers and standing committees of this council.

Clause 3—The Executive Board shall select and employ the Scout Executive.

Such contract shall be valid only upon the approval and commission of the National Council.

NOTE—Local councils are urged to avail themselves of the advice and information available in the registry of the National Council office in selecting executives.

Clause 4—The Executive Board shall act as a Court of last resort for the settlement of local questions of policy or procedure, which may not be determined by the Constitution, By-Laws, regulations or policies, national or local.

Clause 5—The Executive Board shall pass upon all requests for enrollment of scouts in troops in excess of the prescribed number.

Clause 6—The Executive Board shall review at each regular meeting permits for council, troop or other camps coming under the jurisdiction of this council which have been issued since the previous meeting by the Committee on Camping certifying that these camps meet, with the endorsement of the Scout Executive, the standard minimum requirements of the National Council.

Section 2—**SUB-COMMITTEE OF THE EXECUTIVE BOARD.**

The sub-committee of the Executive Board may exercise the powers of the Executive Board in such matters as may require action between the meetings of the Executive Board, subject to the approval of the Executive Board.

Section 3—**THE FINANCE COMMITTEE.**

Clause 1—The Finance Committee shall devise ways and means of obtaining the funds necessary to meet the authorized budget for carrying out the work of this council.

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Clause 2—At least a month prior to the annual meeting of the council, this committee shall present in writing an itemized estimate of the income and expenses for the ensuing year, including the annual quota for National extension of Scouting, and upon the approval of the Executive Board, this budget shall be presented to the Council for its authorization, and no obligations beyond the amount stipulated in the authorized budget shall be incurred by any committee officer or agent of the organization, unless especially authorized by the Executive Board.

Clause 3—An annual audit of the books, accounts and assets of this Council shall be made each year by a certified public accountant under direction of this committee.

Section 4—**TROOP ORGANIZATION COMMITTEE.**

Clause 1—The duties of this committee shall be to learn by inspection and examination of records the organization and administration conditions of the troops under the jurisdiction of this Council, including enrollments and loss of membership, the advancing of scouts in the scouting ranks, the business method and financing of the troops and the relationship existing between the scouts, scoutmaster, troop committee and the institution, organization or group with which each is connected. In case of failure to become re-registered at the end of any year for which this council should so re-register, the records of the council shall be held intact and be held subject to direction of the National Council.

NOTE—In some councils the Commissioner and his deputies carry on such inspection under the direction of the above committee.

Clause 2—The Committee on Troop Organization shall act as advance agent for the organization of troops, so that the largest possible number of boys in the community over twelve years of age may have the benefit of the Scouting program.

Clause 3—It shall cooperate with the Scout Executive and scout leaders in determining the desirability of establishing new troops, merging or dividing troops, transfers of scouts, arranging for meeting places and assisting in the organization of troops and to that end shall help institutions organize troop committees advising with them in securing scoutmasters and assistants preferably from the institution or its immediate clientelle.

Section 5—**COMMITTEE ON CAMPING.**

Clause 1—This committee shall serve as advisor to the Executive Board in establishing and maintaining all camps under the auspices of this council and

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shall advise and cooperate with the Scout Executive in maintaining the required standards and successfully carrying out the camping programs of the Movement.

Clause 2—It shall have such authority in connection with camps, overnight and week end hikes as may be delegated by the Executive Board.

Clause 3—It shall issue permits for council, troop or other camps coming under the jurisdiction of this council, upon the endorsement of the Scout Executive certifying that these camps meet the standard minimum requirements of the National Council. All such permits shall be reported to the Executive Board for approval at its next regular meeting. They shall however, be valid during that interval.

Clause 4—It shall promote the scout program of camping, hikes and other outdoor activities and cooperate with scout officials in providing for conducting of such features of the Scouting program.

Clause 5—It shall cooperate in the selection and purchase of all camping equipment and shall investigate and report to the Executive Board upon all camps, not under the jurisdiction of the council, which scouts under this council are invited to attend.

Clause 5—This committee shall prepare an annual budget for camps and hikes for the Finance Committee to approve and recommend to the council.

Section 6—**LEADERSHIP AND TRAINING.**

Clause 1—This Committee shall cooperate with institutions and troop committees, industrial concerns, clubs or others in interesting and securing properly qualified men for scout masters, by inviting them to assist in troop meetings, by distributing literature, and acquainting them with the facilities for study and training in preparation for those positions.

Clause 2—The committee shall be responsible for approving and providing systematic training classes, or conferences, or courses in scoutcraft and scout leadership to be available to men otherwise qualified to serve as scout leaders, in accordance with duties of councils as specified in the National By-Laws, Article XI, Section 2, Clause 10, and the requirements of Article XII of the National Council Constitution. The organization of Scout Leaders' Training Troops and Patrol Leaders' Classes or Conferences, shall be under the guidance of this Committee with the help of the Department of Education of the National Council.

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Clause 3—To establish minimum requirements of experience and training to be fulfilled by applicants for Scoutmasters and Assistant Scoutmasters' commissions, and to conduct the tests of candidates for such commissions to meet the established minimum requirements.

Clause 4—This committee shall cooperate with the Court of Honor in selecting, recommending or approving instructors and examiners qualified in the various scouting tests and merit badge subjects, and shall help in systematizing their work so that they will be available, as far as possible, to meet the needs of the scouts who wish to qualify for merit badges.

Clause 5—This committee shall cooperate with the committee on Publicity in effecting its continuous program of public education.

Section 7—**COMMITTEE ON CIVIC SERVICE.**

All applications for scout service shall be made in writing and shall come before the Civic Service Committee which with the Scout Executive shall pass thereon subject to the approval of the Executive Board. This shall include participation of scouts in public service whether of a local or National character. They shall also regulate such service according to the By-Laws of the National Council, Article XVI, safeguarding so far as possible the time which the scouts should reserve for school and home duties, and so planning as to make their service of the greatest possible effectiveness. This committee shall promote and supervise the participation of scouts in such community and National service as it or the Executive Board may approve and shall stimulate actual fulfillment of the scout oath in respect to the daily "good turn."

Section 8—**COMMITTEE ON EDUCATIONAL PUBLICITY.**

Clause 1—This committee shall prepare or cause to be prepared an annual program or policy for the local council in matters of publicity, and upon approval by the Executive Board or the Council, shall put it into effect.

Clause 2—The committee shall endeavor to establish relations of mutual understanding between the Council and other agencies working with, or interested in boys, securing if possible, committees on Scouting or Boys' Work in local civic, religious, educational and business groups through whom such groups may be kept informed concerning Boy Scout need and the Scouting program; to enlist and instruct speakers qualified to present Scouting to the public and to organizations and institutions; such speakers to be used in systematic continuous educational publicity including ad-

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dresses, lectures and demonstrations by scouts to inform the public as to the needs and conditions of Boyhood and the service of the Scout Movement to help meet those needs.

Clause 3—This committee shall pass upon all printed matter issued by the Council or troops. It shall also plan or pass upon all publicity features in connection with public scout functions.

ARTICLE IX—AMENDMENT

These By-Laws may be amended at any meeting of the Executive Board upon the recommendation of the sub-committee of the Executive Board, or when the proposed amendment has been submitted to the members of the Executive Board at least fifteen days in advance of the meeting. Or such amendments may be made by action of the council upon recommendation of the Executive Board, when such amendment has been duly considered and presented by the Committee on Program and Resolutions.

Additional By-Laws for Selection as Desired.

COMMITTEE ON EQUIPMENT AND SUPPLIES

NOTE—The duties of the troop committees include the custody of all troop property and equipment and the Camping Committee usually takes the responsibility of protecting such Camping equipment as may belong to the council. If other equipment cannot be adequately protected in the custody of the Executive Board and administrative officers, it may be desirable for the council to have a committee on equipment, in which case the following By-Law is suggested:

The Committee on equipment and supplies shall cooperate or assume responsibility for the purchase, removal, storage, inventory and protection or sale of all equipment, including that used for camps, hikes, council headquarters and other purposes. An annual appraisal shall be made, and the assets reported to the Finance Committee.

NOTE—For councils desiring to operate on a departmental plan, the following by-laws are suggested:

ARTICLE—DEPARTMENTS

Section 1—The responsibilities and duties of this council shall be met by its organization into three departments as follows:

Department of Administration
Department of Training
Department of Award.

Section 2—The Vice Presidents shall each be charged with the responsibility of supervising one of the three departments and shall appoint the chairman of all committees which properly function under their respective departments as follows:

Department of Administration—
Committee on Finance
Committee on Troop Organization
Committee on Civic Service

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Department of Training—
Committee on Camping
Committee on Educational Publicity
Committee on Leadership and training

Department of Award—
Court of Honor

The Vice President in charge of a department shall be a member ex-officio of all committees within that department.

SEASCOUT SHIPPING BOARD

With the advice and approval of the Executive Board, the President shall appoint at least three representative citizens, preferably men of seafaring experience and knowledge of seamanship, as a Seascout Shipping Board. The appointments serve as recommendation for commission from the National Seascout Shipping Board, and are forwarded to the office of the National Council for the issuance of commissions.

The duties of the Seascout Shipping Board shall be to encourage and supervise Seascouting within the territory supervised by this council and to serve in the capacity of instructors and examiners for certification to the Court of Honor of these Scouts who qualify for the various Seascout grades.

The Local Shipping Board is responsible for the inspection of Seascout equipment, for the fitness of Seascout officers to hold commissions and for the maintenance of the Standards and regulations as promulgated by the National Seascout Shipping Board.

Section 2—The Portmaster—with the advice and approval of the Scout Executive a man qualified to hold commission from the National Council as Deputy Commissioner, shall be appointed by the Executive Board upon nomination by the Seascout Shipping Board for such commission to hold the title of Portmaster.

He shall also be experienced in shipping activities with some seamanship experience, and capable of giving supervision to the Seascout program.

He shall work under the direction of the Scout Executive.

With the advice and approval of the Seascout Shipping Board and the Scout Executive, he shall recommend for commission, men qualified to serve as Seascout skippers (Scoutmasters), for the various "ships" (troops) organized.

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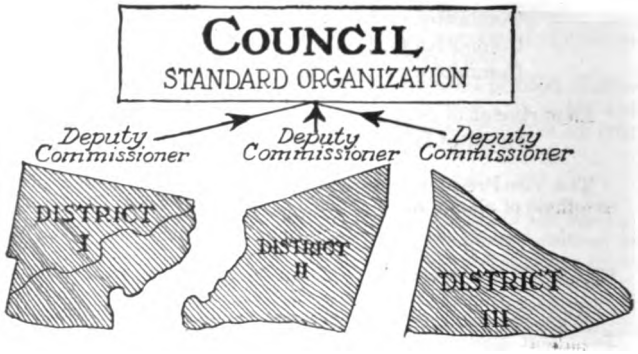

PLAN I

Geographical districts only. No change in council formation. Troop representation direct to council. No district committees.

ARTICLE—DISTRICTS.

This council shall organize and operate under the following district plan:

The territory under the jurisdiction of this council shall be divided into the following districts: (Here give boundaries or the names of the townships which are to be included in each district. All boundaries should be along established civic boundary lines.) The membership of the council should include some representatives from each of the districts, but the districting shall be only for the purpose of geographical designation, and the council shall administer the entire territory as a unit with equal responsibility upon the whole council for the work in each district.

A Deputy Commissioner shall be assigned to duty in each district.

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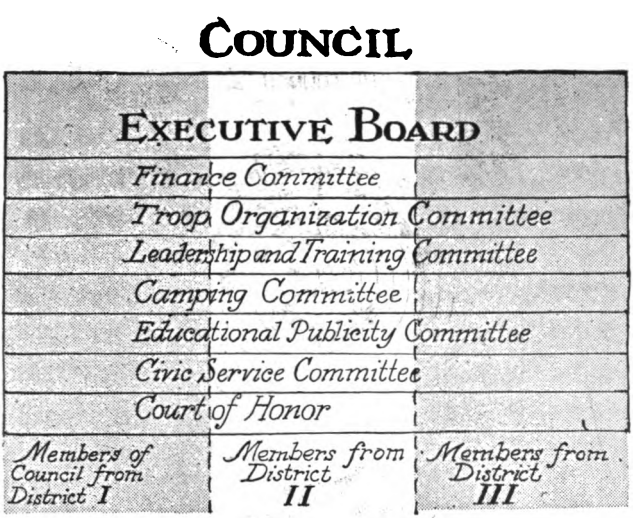

PLAN II

Cross-Section plan—The Council operates as a unit—Troop representation direct to council—Each district represented on each Committee—Each Committee functions for all the districts

ARTICLE—DISTRICTS.

This council shall operate under the following district plan:

The territory under the jurisdiction of this council shall be divided into the following districts:

(Here give boundaries or the names of the townships which are to be included in each district. All boundaries should be along established civic boundary lines.)

The Executive Board and standing committees of this council shall be composed so far as possible, of an equal or proportionate number of members from each of the respective districts, so that any full meeting of the Executive Board or of any standing committee will include representatives from each district.

The council shall operate as a unit with equal responsibility for each district.

Deputy Commissioners shall be assigned to duty in such district, and individual committee service will be performed by the members of the various committees within their own district boundaries.

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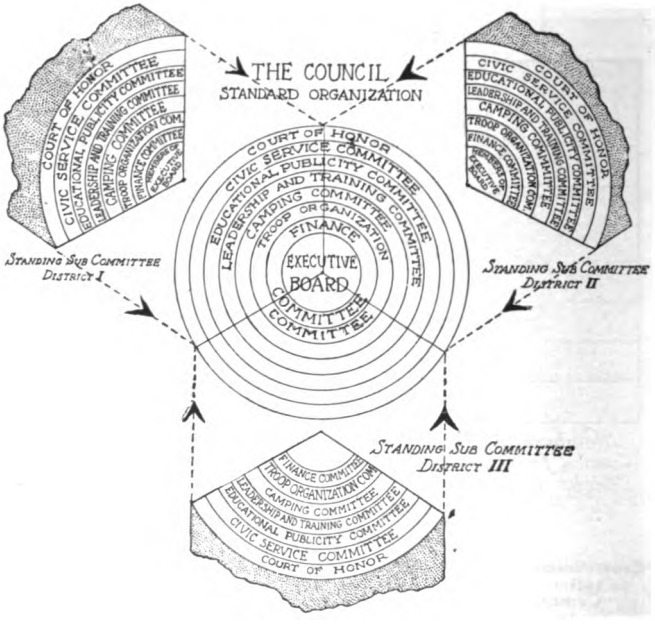

PLAN III—THE SECTOR PLAN

Troop representation direct to Council—Council organized under standard plan—Standing Committees of the Council consist of District Committees of like name—District Committees may caucus but do not legislate

ARTICLE—DISTRICTS

Section 1—The territory under the jurisdiction of this council shall be divided into the following districts: (Here give boundaries or the names of the townships which are to be included in each district. All boundaries should be along established civic boundary lines.)

Section 2.—Each of the standing committees of this council shall be composed of one sub-committee with corresponding name and function from each district.

Section 3—The sub-committees in each district shall be composed of members of the council residing or interested in such district. Each district sub-committee shall be responsible for performing the functions of the local standing committee of which they are a part within the boundaries of its district. Such sub-committees, however, shall not operate independently in matters of policy, method or procedure, but shall meet with the sub-committees from the other districts of like function as the

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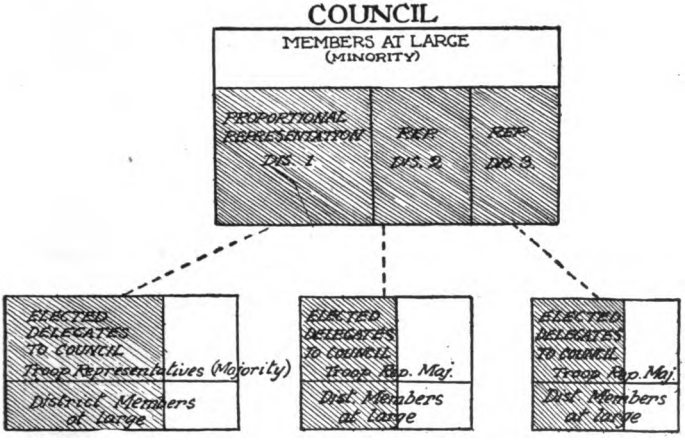
standing committee of the council to consider and determine the respective problems, needs, policy and procedure, thus establishing uniform policies and practices throughout the entire territory and more fully meet the responsibilities of the council.

Section 4—The council shall meet and operate as a unit including in its membership all representatives of troops. The various sub-committees in the respective districts, however, may meet together as a district committee of the whole for the consideration of problems and informal discussion of matters pertaining to the district. Such district committees shall not have power to legislate or determine policies, but may make recommendation to the Executive Committee or the Council itself for action thereon.



PLAN IV
Delegate plan—Proportionate representation

ARTICLE—DISTRICTS

Section 1—The territory under the jurisdiction of this council shall be divided into the following districts: (Here give boundaries or the names of the townships which are to be included in each district. All boundaries should be along established civic boundary lines.)

Section 2—The institutions, organizations or groups responsible for troops within the boundaries of each district shall elect their representative to membership in a district committee, which shall be composed primarily of such troop representatives, together with a minority of members at large who must be qualified for membership in a council of the Boy Scouts of America. (See Article IV—Council Constitution.)

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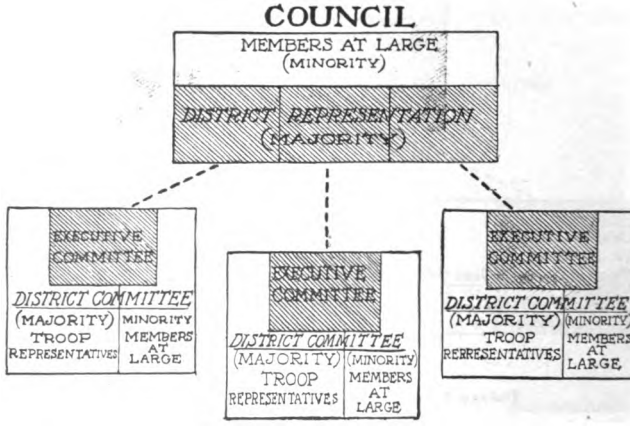
Section 3—Each district committee thus formed shall organize, elect officers, and adopt by-laws. (See suggested by-laws for district committees.)

Section 4—District Committee members at large shall at no time constitute a majority of the district's delegation to the membership of the council.

Section 5—Each district committee shall elect delegate members of the local council in the proportion of one delegate for every two troops within the district.

(The proportion of delegates to the number of troops in each district will, of course, depend upon the number of districts and troops, the purpose being to provide that a majority membership of the council shall consist of district delegates in accordance with the Local Council Constitution, Article IV, Section 2. By providing for three delegates for every two troops, the membership of the council representing troops would be materially increased, thus permitting a larger number of members at large, and a sufficient membership for effective committee work.)



PLAN V

The District Committee with equal representation and increased administrative powers—Majority of Council personnel from District Committees—Administration of Scouting largely by District Committees

ARTICLE—DISTRICTS

Section 1—The territory under the jurisdiction of this council shall be divided into the following districts: (Here give boundaries of the names of the townships which are to be included in each district. All boundaries should be along established civic boundary lines.)

Section 2—The institutions, organizations or groups responsible for troops within the boundaries of each district shall elect

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their representative to membership in a district committee, which shall be composed primarily of such troop representatives, together with a minority of members at large who must be qualified for membership in a council of the Boy Scouts of America. (See Article IV—Council Constitution.)

Section 3—Each district committee thus formed shall organize, elect officers and adopt by-laws. (See suggested by-laws for district committees.)

Section 4—District Committee Members at large shall at no time constitute a majority of the district's delegation to the membership of the council.

Section 5—The members of the Executive Committee of each District Committee, including the officers thereof, shall constitute the delegate members of this council from their respective districts.

CONSTITUTION AND BY-LAWS DISTRICT COMMITTEE

ARTICLE I—NAME

This organization shall be known as the District Committee of the Council, Boy Scouts of America.

ARTICLE II—OBJECT

The object of this District Committee is to provide a means of facilitating the administration and extension of the Scout Movement within the district specified through the organization of representatives of troops and other qualified men. The work of the Local Council shall be carried out in this District by this District Committee except in such matters as may be determined by the council to be the exclusive functions of that body.

ARTICLE III—JURISDICTION

The territory under the jurisdiction of this District Committee shall consist of the following: (Here give the boundary streets or the names of the wards, townships or other established civic boundary lines, so as to clearly indicate the territory.)

ARTICLES IV—MEMBERSHIP

The membership of this Committee shall consist of:

(a) one representative designated by the institution, organization or group which has under its jurisdiction one or more chartered troops.

(b) such members at large as may help to provide representation of the various civic, educational, religious, labor and business interests of the district. Members at large, however, shall not exceed a minority of the total district committee membership,

(c) honorary members may be elected, if desired.

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ARTICLE V—OFFICERS AND ELECTION

The officers of this committee shall be a Chairman, Vice-Chairman, Secretary, Deputy Scout Commissioner, and there may also be Assistant Deputy Scout Commissioners and a Field Scout Executive. If there is a Field Scout Executive, he shall serve as Secretary of the Committee.

The election of these officers shall take place at the regular annual meeting of the Committee to be held between September 1 and November 1 of each year, their term of office to be coincident with the officers of the Council.

NOTE—This is to make possible the designation of district delegates to the council for the ensuing year, previous to the annual meeting of the council.

Section 2—Vacancies—A vacancy occurring in an office of this Committee may be filled temporarily by the Executive Committee, but shall only be filled permanently by action of this Committee.

ARTICLE VI—DUTIES OF OFFICERS

The duties of the officers of this Committee shall be similar in responsibility and scope to the corresponding officers of the Local Council.

NOTE—See Duties of Officers in Local Council By-Laws.

ARTICLE VII—COMMITTEES AND THEIR DUTIES

The Executive Committee shall consist of the officers of this Committee, the Chairmen of the District Court of Honor and of all standing committees.

Section 2—It shall be the duty of the Executive Committee to supervise and execute the work of the Council which is delegated to this committee during intervals between meetings of the District Committee. As an administrative body the Executive Committee is responsible for the functioning of the various sub-committees.

Section 3—There shall be a District Court of Honor organized and conducted in accordance with Article XI, Section 2, Clause 10 and Article XV of the By-Laws of the National Council.

Section 4—There shall be a Sub-committee on Finance, a Sub-committee on Troop Organization, a Sub-committee on Camping, a Sub-committee on Leadership and Training, a Sub-committee on Civic Service, a Sub-committee on Educational Publicity, together with such other sub-committees as may be prescribed by the Local Council By-Laws. In each case the chairman of the Sub-committee shall be a member of the Corresponding Council Committee and shall be responsible to that committee.

Section 5—Special Committees may be designated from time to time as may be required.

Section 6—The standing sub-committees in this District Committee shall be responsible for the work assigned to the committees of like name in the Council. The District Sub-committees,

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however, shall make their work conform to policies as determined by the Council, the Executive Board of the Council or the Committee of like name and function of the Council. The District Court of Honor and all district standing committees, therefore, are functional groups with specific tasks to perform, without authority to legislate.

ARTICLE VIII—FINANCE

Section 1—Since the custody and distribution of all funds secured by solicitation or otherwise are functions of the Local Council as such, this District Committee shall be responsible only for such cooperation in determining financial needs, preparing financial budgets and the raising of funds as may be requested by the Local Council, its Executive Board or Finance Committee. No separate treasury shall be maintained by the District Committee. All funds raised within the jurisdiction of this Committee shall be in accordance with plans which have been specifically approved by the Executive Board of the Local Council in accordance with national policy.

ARTICLE IX—REPRESENTATION TO COUNCIL

(For use in districts where the Council has adopted the proportionate delegate plan of representation.)

This District Committee shall at its annual meeting elect delegates to the membership of the Local Council in the proportion of one representative for every two troops within the district. Their service in council membership shall be as individuals on such council committees as may result from council elections or appointments.

NOTE—The object of delegates from District Committees is in part to reduce the otherwise large and unwieldy number of council members which would result from the direct representation of every troop. If it is desired to further reduce the number of delegates to the council, the proportion might be made one to every three troops. If, on the other hand, conditions are such as to make advisable an increase in the district delegations, provision might be made for three delegates for every two troops until such time as a reduction of the ratio proved advisable.

ARTICLE IX—ALTERNATE—REPRESENTATION TO COUNCIL

(For use in districts where the council has adopted equal representation consisting of the Executive Committee of the District.)

Members of the Executive Committee of this District, including District Committee Officers and chairmen of its standing committees, shall be designated as delegates to represent this District Committee in the membership of the Council. Their service in council membership shall be as individuals in such council committees as may result from council elections or appointments.

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ARTICLE X—APPROVAL AND AMENDMENTS

This Constitution and By-Laws shall be adopted at a regularly called meeting of the District Committee subject to the approval of the Local Council or its Executive Board. It may be amended at a regularly called meeting of the District Committee provided a copy of the proposed amendment accompanies the call for the meeting, and provided further that such proposed amendment shall have had the consideration and approval of the Executive Board of the Council.

THE LOCAL COUNCIL ORGANIZATION SOME FUNDAMENTAL CONSIDERATIONS

By Geo. W. Ehler, Scout Executive, Allegheny Co., Pa.

Fundamentally the Boy Scout Organization is an association of volunteers, being entirely so in all of its legislative units, and in the personnel who are directly engaged in the performance of its primary activities—Scoutmasters leading boys. It employs a relatively small number of Executives whose functions vary in many details in many places but most Councils conceive the office of the Executive to be in a large sense that of a General Manager whose duty it is to help secure and train and give expert **leadership** and **inspiration** to the body of volunteer workers, as well as to direct and supervise the work of other employees.

Up to the present the organization has been peculiarly successful, in contrast with other similar movements, in maintaining the voluntary character of its control, management and activity. Future sound development and strength and permanency in the field of its service depend upon the maintenance of this dominance and activity of the "volunteer" factors. In other movements exercising similar functions in the field of education and welfare, the "Expert professional" has or is on the way to, become the controlling factor, with a consequent deterioration of the service of the volunteer, because the "Experts" have taken over all the worth while activities and have left the "Volunteer" the unimportant matters that "do not require the services of an expert."

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Scouting in the strictest sense and meaning of the word and reduced to its lowest terms of organization, depends upon the consecration and efficiency of the volunteer Scoutmaster. Without him there can be no Scouting. He is the one indispensable factor.

With the recognition of the size of the task that the Scoutmaster assumes in undertaking in his leisure time the leadership of twenty to thirty boys in the Scout program, there has come the realization that if he is to accomplish the largest results in the personal life of each of his boys, there must be placed at his disposal through the efforts of other persons, every resource of the institution and of the community needed for the conduct of the troop and its relation to other troops and to the community that will enable him to devote his available time exclusively to his personal contacts with his scouts and to his study of them and their needs from his standpoint as a dominant factor in determining their characters and leading them into effective citizenship.

All the "overhead" organization—from the Troop Committee to the Local Council and its committees and paid staff, exists primarily for the purpose of bringing aid, assistance, support, encouragement to the Scoutmaster. If the "overhead" organization fails to do **this** whatever else it does is time, money and energy wasted. Secondary purposes of the "overhead" but all indirectly affecting the primary purpose, include conservation of the movement: within its own field and to its avowed purposes, protection against commercial and other exploitation and extension to unserved boys. Therefore, all wise organization plans and methods of administration must be formulated primarily in accordance with these two points—

1 The Primacy of the volunteer
2 Service to the Scoutmaster.

With respect to the first point, whatever specific form the organization assumes it must endure that the service to be rendered by the volunteer shall be

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worth-while in a real sense; a service necessary to the success of the movement in its ultimate effect upon the Scout, in itself of such importance as to command the attention and best effort of the man to whom it is assigned and of such nature as to arouse the enthusiastic interest of virile, red-blooded men.

Furthermore, the service must afford opportunity for the exercise of initiative and judgment, some share in determining the conditions under which the service is to be performed, a realization of personal responsibility for the proper discharge of the duty assumed and authority within the sphere of the particular office.

This will require that whatever may be the size or character of the paid staff, its functions must be entirely those of **leadership and training—leading the organization** to develop its manifold opportunities for service, **leading individuals** to see the opportunities for personal service adapted to their capacities and interests and so **training them** in the exercise of their respective functions that the energies of the paid expert are released for concentration upon the unsolved problems and the development of a constantly widening influence of the Movement upon the boyhood and manhood of the community. The form of organization and the principles of its operation are related very directly to this problem.

Service by the organization to the Scoutmaster in a satisfactory constructive manner is related very largely to the administrative methods of the organization but most largely to the correlation established between the Scoutmaster and the various operating units of the organization through the leadership of the Executive. Whatever be the form of the organization or its policies or its program—the paramount function of the Scoutmaster as the leader of his Scouts must never be compromised by Council Committee or Troop Committee or Executive, nor must his freedom in conducting his troop as he sees fit be unnecessarily limited by Committee or Executive so long as satisfactory results in Scout progress and service are

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apparent, and the letter and spirit of the Constitution and By-Laws of the National and Local Councils are observed.

A third consideration that must be taken into account to assure the successful administration of the Scout Movement is the democratic principle and republican form of organization enjoined by the National Council in its By-Laws—Article XI—Section 2, Clause 8 and Section 1, Clause 6 to wit:

> **"Clause 8—Representation.** The membership of all local councils shall include representation from organized troops as provided for in Clause 6 of Section 1 of this article, together with representatives of the various religious, civic, educational and business interests of the community. All applications for charters shall be made on behalf of the community."

> **"Clause 8—Representation.** In communities supervised by local councils, each chartered institution shall be entitled to elect one of its members, other than the Scoutmaster, as a member of the local council, and in case of an independent troop, one representative citizen of the United States identified with the work of that troop, other than the Scoutmaster, may be elected by the Troop Committee, to membership on the Local Council, provided, however, in the larger communities where the local council work is sub-divided among district committees, the representatives of troops shall be appointed to the committee in charge of the district in which the troop holds its regular meetings and the district committee shall, in turn, elect delegates to the local council in accordance with the provisions of the Constitution and By-Laws of the local council."

If the Scout council in any community is to be a living, growing, social agency not only the form enjoined in the foregoing quotation must be actually created but the spirit of service must animate its every part and the responsibilities carried by every member must be seriously considered and fully discharged. The volunteers must not become automatons to "rubber stamp" the decisions and acts of the "Experts." And furthermore, this consideration effectually negatives any plan of organization of Military Type which normally tends to the exercise of "authority" the giving of "Commands" and the overdomination by "headquarters" which tends to per-

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petuate the feeling of being **in** the community but not **of** it; an idea that must be seduously combatted by constant and consistent stimulation of the normal activity of each constituent factor in the organization in accordance with assigned functions in its own field and the refusal of the paid man to perform the volunteer's duty because "he is paid and can do it so much more efficiently."

In this connection it must be remembered that the compensation of the volunteer is purely personal satisfaction through a sense of duty performed, or pleasure in the activity itself, or in achievement of the desired result of the activity engaged in. Likewise the only penalty for failure to perform his assumed task is a feeling of personal dissatisfaction which is in direct proportion to his interest in the particular activity involved. There is no economic or other tangible gain or loss. Therefore, factory methods and industrial "efficiency" schemes must be fundamentally modified in giving leadership to the volunteer force. Standardization, formal schedules and fine techniques will largely fail and should, for these are "of the letter and not of the spirit."

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MAKING THE COUNCIL COMMITTEES FUNCTION

By W. Edgar Wylie, Assistant Regional Executive Region Seven

I. WHY COMMITTEES

The task of the Scout Executive is to serve boyhood through organizing the boys to serve their community and organizing the community to serve its boys.

The Scout Executive is therefore concerned with two human elements—boys and men. Organization is the key to each.

He must organize { **Boys—by troops—To serve the Community.** / **Men—By Committees—to serve Boyhood.**

To be successful, the executive must be able to do both.

Scouting is based upon the volunteer theory, i. e., using many men volunteers, each rendering some small service, to accomplish a great task.

The work must be split up into many small service tasks, and each man or group of men given some fairly definite part.

Committee work is one of the most inportant elements in the structure of any volunteer organization. It is a device for the systematic subdivision of work and its orderly distribution among many workers. Its direct purpose is to *get something done*, but it has two important by-products.

(1) It is a method of interesting more men from year to year.
(2) This wider interest gives increased financial ability.

The Scout Executive is concerned with two kinds of committees:

(1) Standing Committees, as provided for under the constitution or by-laws of the organization.
(2) Special Committees, usually appointed for a special task and ordinarily, for a short term, such as scout week, a rally, etc.

II. HOW FORMED

*The Scout Executive can render considerable assistance to his President, Executive Committee, or other body responsible for the selection of Committee, if he will, through questionnaire or other means, secure some idea of the fitness for committee service of various men under consideration. A suggestion along this line is attached hereto:

(a) Is the man interested in the task of the Committee?
(b) Has he prestige in the community?
(c) Has he special knowledge or experience fitting him for this particular task?

* It is assumed that the Scout Executive is familiar with Chapter IV of "Community Boy Leadership," and the suggestions there given as to how Committees may be formed.

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(d) Is his indifference or apathy or opinion of a kind to make it desirable to appoint him a minority member so he may be educated to serve?

III. GETTING ATTENDANCE

(Caution: Don't start all Committees at once or you will not be able to supply adequate secretarial service.)

Notices of meetings should be sent out in the name of the Chairman, preferably dictated by him, on letterhead, several days before the meeting. These should specify exact place and hour, subjects to be taken up, names of committeemen expected to report on special subjects and a return postcard with the following message stencilled on it:

"I will ..... be present at the meeting of the committee on ..... at ..... place ....."

Note the *will* denoting determination and not merely futurity. If tentative reports of sub-committees are to be discussed at the meeting copies of these should be enclosed so that members may familiarize themselves with same before the meeting.

In smaller towns where meetings are called by telephone or word of mouth rather than by letter, have Chairman call the meeting personally. If impossible to get him to do this personally see that notices goes out in his name. Notice of the meeting should also contain the hour at which adjournment is expected so that members may be assured that the meeting which is announced to begin at a definite time will also end at a definite time.

A few hours before the meeting have your stenographer telephone each member a definite message somewhat as follows: "I am speaking for Mr. (Name of Committee Chairman). He is counting on your being present at the meeting of the..... Committee of the Boy Scouts at ..... time ..... place. You will be there, won't you?" The operator should have a reserve list of topics to be taken up and should be coached not to take "No" for an answer without having an opportunity to say, "You know that there are a number of important matters to come up, such as ..... and .....," or "Mr. (Name of Chairman) will be very much disappointed, because there are a number of important matters such as ....., etc., to be discussed." The executive should not figure in that conversation because the committee member should be made to feel a certain *responsibility* to his chairman.

OTHER AIDS IN SECURING ATTENDANCE:

1. Prior to first meeting have chairman go to each member and "sell" him his job. Have President, Commissioner, or Executive Committee meet with committee at first meeting.
2. Newspaper publicity.
3. Bring in scouts, scoutmasters, or others interested in the committee's work to meet with committee.
4. Absentees may be called from meeting. Have Chairman call on absentees. Ask habitual absentee to set date for next meeting, and remind him of this when next meeting is held.

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IV. GETTING RESULTS AT MEETINGS

Prior to first meeting the executive and chairman of the committee may prepare a step by step analysis of the committee's task.

Example of such analysis:

1. Where are present troops located?
   - (a) Are they operating successfully?
   - (b) What assistance have they been given?
   - (c) What additional service might be given?
2. Where are additional troops now needed?
   - (a) What institutions should be interested?
   - (b) Who are the men best fitted to present the matter to them?
   - (c) When should this be done?
3. What phase or phases or organization shall this committee consider at its next meeting?
4. Time and place of next meeting.
5. Adjournment.

Results of such analysis:

1. Interest increased.
2. Courage of Committee Members multiplied.
3. Prospects of Success multiplied.

Sometimes it is wise also to have a calendar of dates showing when each step in a committee's program of work should be completed. The chief object is to bring home to the committee a definite idea of the responsibility for concrete achievement within definite time limits.

An example of such a calendar will be found on page 384 of the Scout Executive's Handbook.

V. CONDUCT OF MEETING

Carefully plan details of meeting. Try to visualize the whole thing. If possible seat members of committee around table with chairman at head and secretary at his left hand. Have before each member a copy of the step by step analysis. Sometimes it is advisable to have this analysis of committee task written on a blackboard. It may be easier to focus attention on a blackboard than if each man is looking at his sheet of paper. Also, it is constantly before the group. The committee member cannot fold up the blackboard and put it in his pocket.

Prior to the first meeting rehearse with committee chairman his opening statement. Be sure he can make clear to committee what is to be accomplished *at that meeting*. Try to have chairman on hand five or ten minutes before meeting is scheduled to begin, to discuss important questions.

Begin on time. Have just enough formality to secure unconscious discipline.

If there have been prior meetings have chairman briefly summarize proceedings of last meeting. Reading of minutes is tedious and may kill meeting at start.

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Immediately proceed to consideration of Number One of program. With program in hands of each member it is not difficult to confine discussion of subject at hand for the chairman can say, "Well Mr. Jones, the matter you were speaking of comes up under Number 5. We will get to it in a minute. Let's get rid of Number 1 first." The Chairman must combine tact with firmness however. It is well to let a man waste a little time rather than antagonize him by cutting him off too short. Nevertheless it should be remembered that aimless discussion is the bane of the average committee meeting.

The program should help the chairman to hold the committee to its task.

The Executive's ideal must be—to make every committee meeting a real event, a gathering for discussion of a vital problem at which measureable progress can be made.

Let no meeting break up without for a few minutes considering, "What is the next step?" If that is the last thing in the minds of the members before adjourning, there is less likelihood of a break in that continuity of interest and judgment which is so necessary to the success of committee work. If possible, fix the time and place of next meeting.

VI. RECORD OF MEETINGS

Following committee meetings the secretary should dictate minutes and have copy sent to the chairman. Digest of meeting should be sent to all absentees. In dictating minutes absentees may be listed first. This is to give them the undesirable prominence they deserve and also to serve as a reminder to the secretary to send them abstracts of the meeting.

Furnish the chairman of the committee with a binder in which he may file carbon copies of the minutes of each meeting. Such a binder with stiff manilla cover costs little and will serve to emphasize the importance of the committee if the secretary will have lettered on it the name of the committee and the chairman. Such a binder will prove invaluable to the chairman in the handling of the committee and will accustom him to reading the minutes of the last meeting before coming to a question.

Keep in the committee folder record of committee attendance, so that estimate can be made of work of each member. This will serve as a guide to future committee appointments.

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CHAPTER V

RECRUITING LEADERSHIP

Volunteer Leadership

The genius and the success of scouting has inhered in its volunteer leadership. Scouting has been an effort, fundamentally, to awaken the community (or the institution) to a consciousness of the needs of **its own boys** and to provide it with a tried program of activities through which **its own best men** should give companionship to its own boys.

The immediate and seeming personal sacrifice which the leader must make constitutes in a measure a guaranty of the motive to such service, but it constitutes also a great problem.

Everywhere analysts agree that boys stand ready but that the men to lead them are wanting.

Difficulties in getting the best and busiest men, problems of training and holding these create a distinctive task in securing scout leaders.

Basis of Methods of Enlisting Leaders

There are certain general considerations which are pertinent:

1) **Care in selection must be ceaselessly exercised.** The plea that good men are busy and scarce hence an inferior man must be used is no excuse. **Better wait** than to get a man of inferior character. Do not hope to reform his personal habits after he has worked a while. Men of character for boy-companions can be created only by selection—they must be hand picked. While 'tis true the troop committee selects the scoutmaster, they must be given leadership in standards for that selection.

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PROSPECTIVE SCOUTLEADER QUESTIONNAIRE
Lorne W. Barclay—Director, National Department Education

Date.....
Name ..... Age.....
Home Address..... Business Address.....
Home Phone..... Business Phone.....
Are you an American citizen?..... Religion.....
Are you a church member?..... Sunday School worker?.....
Married or single?..... Have you boys of your own?.....
What is exact nature of your employment?.....
Are you a member of any institution in which a troop could be started?.....
If so, name of institution?.....
Address.....
Official Head of institution?.....
Have you had experience in the woods?..... How much?.....
Have you had experience in camping?..... How much?.....
Have you had experience with organized boys' work?..... How much?.....
Have you had experience in a military organization?.....
Have you had experience in seamanship?.....
Have you had experience in first aid?.....
What is your hobby?.....
Have you had experience in any special line of activity which would help in Scouting?.....
Are you a high school graduate?..... Are you a college graduate?.....
How did you become interested in Scouting?.....
Would you work among foreign boys?.....
Would you work among under privileged boys?.....
Have you any choice as to where you would rather work with a troop?.....
How much time can you give per week to the boys?.....
Will you be able to take a hike at least once a month?.....
Remarks:

2) Don't select a man because he **has money** or can **build camp fires**—but pick him because he **has character** and can help **build boys.** He can learn technical duties.

3) **Definitize the tasks** to be done and then seek the man to handle that definite job. This is sound insurance for his efficiency—for only as he knows what he is to do, can he hope to do it! This will further aid in the selection as it will indicate **what kind of man** is necessary for each job, thus reducing the chance of picking the wrong man. After setting up a definite and distinct task to be manned, then—

4) **Go after the biggest Men in the Community.** Successful experience has shown that any man in the city can be secured to help if the right approach

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(Man or method) be made. Aim high—organize the getting of these men—they are more vital than money. Time and energy spent here are basic investments. The large turnover in scoutmasters bears mute but unmistakable testimony to poor methods of securing or selection. Often the function of the Executive here is solely to cooperate with the institution in selecting and signing its Scout Leaders.

5) **How to land him?**

There is no one infallible method.

(I) **He must first see the vision of boy need.**
- (a) Through having boys of his own, **or**
- (b) Through general newspaper, or movie or poster publicity, **or**
- (c) Through a public address appeal, strikingly rendered, **or**
- (d) Through having helped inventory community boy conditions, **or**
- (e) Through some personal appeal from a close friend or groups of friends, **or**
- (f) Through correspondence—clever appeals have been made, etc.

(II) **Some one who challenges his respect must then put the job squarely up to him.** Persistent following up with repetitions from other big men should be organized by the Institution and the Scout Executive and Council members if need be, until the man's consent is won. It may take years to land some men—but **some** men are **worth it.** Seek men who are worth it.

(III) **The use of existing agencies to secure the leadership for their own boys is the soundest scout policy.** Indeed it is required that troop committees be selected by institutions, though the Executive may advise. It seems fair to urge that the selecting of the Scoutmaster by the Execu-

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tive alone is entirely unsound. The permanency of Scouting in a community depends directly on how far its controlling roots go right into the Community itself.

Leadership must come out of the group not be put over it from without.

When for special or additional or reserve leadership or because of internal conditions, the troop committee has to look about for men, often the Rotary, Kiwanius, or Lion Clubs, the American Legion, Y. M. C. A., Y. M. H. A., K. C., College men in College towns, Lodges, etc.,—can supply needed leadership. Then too community specialists, hobbyists, people with avocations can often be used if known and found. The compilation of such a list is therefore valuable.

It is essential to keep in mind however that membership in a fine group is no guaranty of fitness to lead or associate with boys! The steps urged in Chapter I should be followed strictly—(They have now been provided in a special pamphlet on "How to organize a troop") see pages 7-8.

1) The interest and then the action of some relatively permanent group or institution must first be **carefully** secured.
2) They then select their troop committee.
3) These men then select their Scoutmaster.

The executive is concerned with standards, with the kind of a man **they** select, with keeping him active after training him but the executive should not regularly take the lantern of Diogenes and himself go out seeking a man! He should help—but securing the leader is a task the Executive should delegate. He never can do this, however, unless step (1) above has been well done and is being well continued.

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The publicity (or better the educative) elements of step (1) cannot safely be relaxed for one season. (*) 1.

(IV) **Once the man is secured,** the task of the executive is to secure or give the needed training. It is probable that the Executive will have to "Sell" the man the idea of the training program and the time and energy it demands, as well as organize (*)2 and effect the training itself!

(V) **The following special devices** have been selected from many used in recruiting leadership.

A) The San Francisco Council plan submitted herewith is typical of the old method of general recruiting.

PLANS FOR SCOUT LEADERS' RECRUITING CAMPAIGN
SAN FRANCISCO COUNCIL

****

I: **DATES:** Tuesday, August 24th, to Saturday, August 28th, 1920.

II: **GOAL:** Enlistment of 200 new Scout Leaders, of whom 150 are to be held in reserve as Scoutmasters and Assistants, and 50 as Skippers and Junior Skippers in the Sea Scout Department.

III: **ORGANIZATION:**

1: **CAMPAIGN COMMITTEE:** Appointed by the President, and consisting of two members of the Executive Board, two District Committeemen and two Scoutmasters, one of whom shall act as Chairman of the General Committee, the remaining five acting as Chairmen of Sub-Committees respectively.

2: **SUB-COMMITTEES:** The members of which shall be recommended by the Chairmen followed by their appointment from the Headquarters office.

(a) SPEAKERS COMMITTEE: To secure speakers and make arrangements for the presentation of the subject before the various Clubs and other bodies.

(b) PUBLICITY COMMITTEE: To plan and promote every possible means of publicity prior to and during the Campaign.

(c) COMMITTEE ON CHURCHES: To have in charge the appeal for leadership among the churches. Sub-Committees to be appointed according to denominational affiliation.

(d) COMMITTEE ON CIVIC, FRATERNAL AND SOCIAL AGENCIES: To seek recruits among Social Agencies, such as Civic Clubs, Fraternities and Settlements. Sub-Committees to be appointed according to Club and Fraternal connections.

(*)1—See page 91. (*)2—Training Program, see Chapter VI.

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(e) COMMITTEE ON PERSONNEL: To receive all applications, look up references and pass upon the actual enrollment of applicants in the Scout Leaders' Reserve.

IV: **PROMOTION:**

1: **GENERAL APPEAL:**

(a) Newspaper and House Organ Publicity. Campaign Committee to call in advance upon Newspaper Editors.

(b) Special folder to be issued calling for volunteers to enroll in the Scout Leaders' Reserve, each folder to contain also an application blank to be torn off and brought or forwarded to Scout Headquarters.

(c) Street Car advertising.

(d) Speakers to present need for leadership before Clubs and special groups. Members of Committee on Personnel to accompany speakers and seek to secure names of prospects.

(e) Letters to be sent to 200 employers requesting their cooperation in enlisting men in their establishments, and to furnish campaign Committee with names of prospects.

2: **DIRECT APPEAL:**

(a) Each member of the San Francisco Council and each Scoutmaster to be urged to secure one recruit for leadership during the Campaign.

(b) Commissioners and members of the Executive Staff to seek personal interviews with as many men as possible regarding prospective enrollment.

V: **FOLLOW-UP CAMPAIGN:**

CLOSING CAMPAIGN MEETING:

Campaign Committee and workers to meet on Monday evening, August 30th, to receive final reports and to devise ways and means of following up prospects and holding their interest until actually engaged in service, such plans to include the temporary assignment of new leaders to existing troops as Assistant Scoutmasters.

****

B) Scout Leaders Reserve Corps Registrations or enlistments, like the following, have been used.

Form

WINSTON-SALEM COUNCIL
BOY SCOUTS OF AMERICA
Scout Leaders Reserve Corps

To the Scout Executive:

I shall be glad to be of service to the boys of Winston-Salem. and you may enroll my name in the Scout Leaders Reserve Corps.

Name.....

Home Address.....'Phone.....

Business Address.....'Phone.....

Occupation.....

Check service you will be willing to render:

.....Scoutmaster. .....Troop Committeeman.

.....Ass't. Scoutmaster. .....Merit Badge Exam'n'r.

Can give instruction in.....

(write in here any job you know)

(Over)

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On the reverse side of the card the man suggests the names and addresses of men interested in boys' work; also how scouting in their community may be improved.

C) Special mail appeals or Campaign are used—of which the following from the Dallas, Texas, Council is most attractive.

Letter No. 1

Dear Friend:
There was a boy
And his name was
Bill
Who started out
In Life
Just like any
Other boy
But
He didn't have a real
Friend
Who was a real
Man
So
He played in the streets
And in alleys
And behind
Barns
And he didn't know
There were trees
Made to climb
Nor
Fish to catch
He couldn't
Swim
All he knew
Was pavement
Houses
Dirty Streets
Alleys
Cigarettes
And
Smut
You see he didn't
Have a
Half way chance
To grow up into a
Real boy
Because
There was no
Real Man willing
To help him
To
Live Right
Now wasn't that
Too bad?

Jim.

Letter No. 2

Dear Friend:
Once there was a boy
And his mama
Called him
William
And so did
Everybody else
For he was such an
Awfully nice boy
He didn't get
His clothes dirty
Because
He wouldn't
Play rough
And he kept his
Hair parted
All the time
He could play the piano
But couldn't
Play Ball
He could climb scales
But couldn't
Climb trees
He knew how to
Dance
But didn't know how
To run
And yet he was
Going to be
Twenty-one years old
Some day
And
Vote
He was a sissy
Just because
He didn't have
A Real Friend
Who was
A Real Man
Willing
To help him be
A Real Boy
Now wasn't that
Too Bad?

Jim.

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Letter No. 3

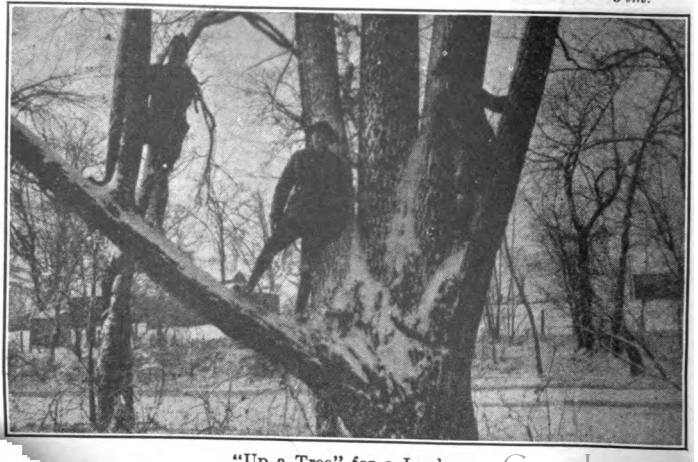
Dear Friend:
There was a man
Who was
A Man
And his name
Was Mister Wm.
But he was always
Too Busy
Working for
Himself
To think of
Somebody else
So he
Kept on working
At his desk
And forgot
There was anything
In the world
But
His desk
And he got
Some wrinkles
And a
Bum Stomach
And
Couldn't sleep at night
So he
Got grouchy
And didn't have
Much fun
Not near as much
As he used to have
When
He was
A Real
Boy.
Now wasn't that
Too Bad?

Jim.

Letter No. 4

Dear Friend:
One day
Mister Wm.
Heard about
Those boys named
Bill
And William
And he felt so sorry
For them
Because
He had been
A Real Boy
And knew what fun
It is to be
Alive
And these
Poor kids
Were being cheated
Out of Life
So he said
He wished that
Some Real Man
Would help
Those boys
And he tried
To think
Of some way he could get
Some one
To do it
Then a voice
Told him
He was the
Real Man
For this
Real Job
Of making
Real Boys
Now what
Do you think
About That?

Jim.



"Up a Tree" for a Leader

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Letter No. 5

Dear Friend:
Some day soon
There will be
Three Real Boys
Bill, and Bill, and Bill
Who have
Good times
Together
Out in the
Woods
And they swim
And Camp
And Fish
And Sleep
And Eat
And Bill doesn't have
A bum stomach
And he can't keep
His eyes open
Until he
Hits the hay
And he isn't
Grouchy
And he has
A real good time.
And another
Bill
Don't play behind
The barn
Up the alley
And live
In Smut
For he would
Rather spend his time
Thinking
About hikes and
His friend Big Bill.
And another Bill
Isn't a sissy
For he likes
A good time
With his friend
Big Bill
And all three
Bills
Like each other
But two of them
Like one of them
The most.
Oh Man!

Jim.

The enclosed Reply Card

(Address side of card.)

Jim,

Boy Scout Office,

108½ Field Street,

Dallas, Texas.

(Correspondence side of card.)

Dear Jim:

I have read your letters.

I am sure glad that Mr. Wm. listened to the voice and is again enjoying good digestion.

I would like to get in touch with a William and a Bill.

Suppose you drop around and see me about .....o'clock on .....

.....

D) Personal Contact Method, Yonkers, N. Y.

"The plan that we have followed during the past two years in securing Scoutmasters is to have the members of our Executive Committee and others, ever on the lookout for Scoutmaster material.

"As soon as we have found a man that we think we want some one who is intimately acquainted with him and who can properly approach him, does so, resulting in our Scoutmasters being "hand-picked," so to speak.

"We have found in using this method that we get much better material than by advertising and running a campaign for Scoutmasters through the press."

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D) Council Testimony on the Policy urged by having the institution regularly provide its own leadership.

Philadelphia, Pa.

"Our general policy re: matter of enlisting new leaders is that the institution organizing a troop must be expected to enlist its own leaders. Headquarters is glad to assist herein (particularly in neighborhoods where there is a dearth of leadership material) and to train their leaders."

Sandusky, Ohio.

"Make the troop committee and organization sponsoring the troop responsible for its leadership."

Newark, N. J.

"The Troop Organization Committee of the Local Council meets Thursdays for lunch. They properly organize all troops."

Syracuse, N. Y.

"The custom in the past in this Council has been to ask the Troop Committee to select and enlist Scoutmasters and Assistants for the troops which are under their charge. This custom will be continued so far as I know at the present time.

"We are now advanced to the point where we are old enough to pick Assistant Scoutmasters or at least Senior Patrol Leaders of troops from some 25 young men who have been through the Scouting game from Candidate to First Class, or even to Eagle Scout. These young men are being encouraged to lend their assistance to troops in need of their aid, serving as Assistant Scoutmasters or Senior Patrol Leaders where such officers are not now available in certain troops."

New Haven, Conn.

"The old plan of securing Scoutmasters is not successful nor logical. Each institution, especially a church, must be made to feel that the responsiblity of securing a scoutmaster belongs to that institution.

"For troops in schools, clubs and libraries students in Yale University provide suitable leadership. During the summer vacation the scouts are taken care of in some other way.

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Portland, Maine.

"Have secured most of our leaders from the institutions where troops have been formed. Anticipate securing a number of reserve officers from the American Legion this fall."

Omaha, Nebraska.

"We maintain and increase our supply of Scoutmasters by conducting Scout Leaders' Training Courses once or twice each year. Previous to the opening of these courses we ask all of our old Scoutmasters and other officials, to bring in a Candidate. We also ask the Pastors of the various churches to suggest someone from their congregation to take this course.

"We find that it is not best for us to locate Scoutmasters for the various churches and similar institutions. Our job is to sell the idea to the institution and let the Troop Committee select its own Scoutmaster. I at one time attempted to recommend a Unitarian man for the Scoutmastership in a Methodist Church. It didn't work. On the whole I find it much better for the institution sponsoring the Troop to select its own Scoutmaster and turn him over to us for training and supervision. Public Schools are the only institutions to whom we can safely assign Scoutmasters.

"As a rule the men who are in Scouting may be depended upon to interest their friends in the movement."

Detroit, Mich.

"In line with the program of our expansion campaign inaugurated in the fall of 1919 we endeavored to get away from the idea of securing a number of scoutmaster candidates who could be planted here and there in troops in which they were not particularly interested and in whose soil they might not take root. We decided to go to the troop committee of a troop, without a scoutmaster and urge it to provide at least one candidate for the training class and then to go to the churches, clubs, schools, industrial plants, or other sponsoring bodies bringing forth their responsibility to them in such a way that they would seek candidates from their own number to become leaders of their own troops.

"In other words, we simply followed out the requirements of the National Constitution and By-Laws which require that troop committee shall provide adequate leadership for their troop, and we avoided the "hit or miss" campaign for leadership.

"The plan worked. Our Fall training class secured by such methods was attended by about 50 to 75 men. Our Spring Training Class likewise averaged 40 men and they are all men with troop committees behind them actually doing constructive work in the Scout Movement.

"Our experience in filling vacancies has been amusing. In several cases during the past year, pastors of churches who were

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used to the old system have come to us and said, "Mr. So and So, our scoutmaster has left, will you please send us another one?" Our reply has been a courteous "we are very sorry but we are unable to do that. That is the job of the troop committee. If Mr. So and So, the chairman of your troop committee, has not already called a meeting to consider the matter we would suggest that he do so at once." In nine cases out of ten this policy has worked. In the tenth case if there was evidence that the committee was not sufficiently interested to find a man itself and if the boys who had been members of the troop could easily be transferred to other troops, we felt that the institution in question did not deserve to have the benefits of Scouting and that troop was disbanded.

"This policy nas proven to be most satisfactory. All of our troops are much healthier and we have about one-fourth the number of vacancies that we had formerly under the old system."

Norfolk, Va.

"The policy of this council is in accord with the National Constitutional provision that the institution select the scoutmaster.

"The troop committee are warned to place their ideal high and to "make haste slowly," with the result that the men selected are averaging higher in mentality than heretofore."

NORFOLK COUNCIL
BOY SCOUTS OF AMERICA

This insert is prepared for use in the National Pamphlet "THE TROOP COMMITTEE" in order that the internal troop organization as outlined on pages 8 and 9 may be visualized and also to include a statement concerning the policy of the Norfolk Council relative to the organization of troops in the territory under its jurisdiction.

STATEMENT OF POLICY

The National Council, through the By-Laws, Article XI, Section 1, clause 4, makes the Local Council responsible for approving applications for Troop Charters and in the same article, Section 2, clause 10, the Local Council is charged with the responsibility of promoting the troop relations and protecing the movement against misinterpretations, wrong direction, commercialization and unwise activities, but in Article XI, Section 1, clause 1, they place the responsibility for the organization, conduct and maintenance of the troop squarely upon the institution with which it is connected, or in the case of a community troop, upon some civic or welfare organization agreeing to assume such responsibility, or failing that, upon a Troop Committee reporting directly to the Council.

A—INSTITUTIONAL TROOPS

1—Explanation of the movement to the head of the institution and to its governing board at a meeting, by a representative of the Local Council.

2—Formal endorsement of proposition to organize a troop by action of the institution's governing body.

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3—Appointment of a troop committee by formal action of the institution's authorities, the members of which committee shall meet collectively with a representative of the Local Council and have explained to them their duties and responsibilities.

4—Selection of a suitable man to serve as Scoutmaster and one or more Assistant Scoutmasters, who have taken or will take the Scout Leaders Training Course.

A conference between the proposed Scoutmaster and an Executive officer of the Council should always precede the definite appointment.

5—Application for "Troop Charter" to be prepared under the direction of the troop committee (Form 670) naming the member of the committee who is to represent the institution on the Local Council.

6—Forward papers (Form 670) in duplicate to the Scout Executive to be presented at the monthly meeting of the Organization Committee for action.

B—COMMUNITY TROOPS

In the case of so-called Community Troops not connected with an institution of any kind, a group of representative men interested in the welfare of boys should be organized and this group accept the same responsibility as an institution, following the same procedure as regards items 2-3-4-5 and 6 under Institutional Troops.

C—NEW SCOUTMASTER

When for any reason it becomes necessary to register a new Scoutmaster before the expiration of the troop year, only the Leadership Application (Form 505) need be filled out. This is to be forwarded to Local Headquarters for action by the Organization Committee.

D—ADDITIONAL ENROLLMENTS

Additions to the Scout enrollment may be made by the Scoutmaster at any time during the year. In such cases the registration is for the balance of the troop year and the fee is proportioned.

Use form 515 whether for one or more Scouts.

Forward papers with requisite fees to Local Headquarters in Norfolk.

E—REREGISTRATION

Reregistration of old troops shall follow the same procedure as new troops except:

1—Report of years work to governing body by Troop Committee.

2—Action by institution on continuance of troop.

3—Reappointment of Troop Committee.

4—Fill out Charter Application and Annual Report to National Council.

5—Papers in duplicate to be in Headquarters in time for the meeting of the Organization Committee in the month in which registration expires.

Conclusion

While the growing policy of the present is to put the responsibility for leadership directly up to the institution and its troop committee—this in no sense absolves the Scout Executive and his organization and leadership committees from an active part therein.

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CHAPTER VI

THE TRAINING PROGRAM OF THE LOCAL COUNCIL

by Lorne W. Barclay—Director Dept. Education, National Council

The key which unlocks the chest of your community's boyhood is the training program of the local councils. There are men in every community who are potential leaders of boys, but the mysteries of boy life must be unlocked for them so that direction in action and life may be given. The training program will furnish the inspiration and methods for the intensive growth of Scouting. The recruiting of institutions, troop committees, scoutmasters and assistant scoutmasters will mean nothing to the future of the community's boyhood without a thorough-going, well planned and enthusiastically administered program of training. The technical aspects of the Scout Program as well as the general lack of understanding and appreciation of the problems of youth on the part of the grown ups make necessary, even imperative, their training in leadership.

The constitution and by-laws of the local council present the responsibilities of the training and leadership committee—see pages 90, 91. The proper functioning of this committee must occupy much of the scout executive's attention. No small part of his own training will be evidenced by his success in this department of his work. The training program should have as its objective training of men to lead boys, and boys to lead boys and train the community to serve its youth. Such a program must contemplate the instruction of all who are to serve as leaders in the local work especially scoutmasters and patrol leaders.

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Training Troop Committeemen

The initial training of the troop committeemen comes through personal contact between the executive or his representative and the committeemen, either as individuals or in a group, when the troop is inaugurated or when a new committee is appointed. The executive can do well to give time to educating the officers and the general membership of the institution using the program. The proper understanding on the part of the local institution of their responsibility in the way of leadership and support is fundamental and essential. The lack of permanency in many troops is due to the lack of understanding on the part of the institution of its responsibility in the initiation of the work. It is, therefore, important that the representatives of the institution in the form of the troop committeemen should be thoroughly conversant with all their responsibilities not only to the scout movement but to the institution itself as well as to the group of boys.

After the troop committeemen have had their initial training relative to their duties, a series of two or three conferences of committeemen in general may be profitably held. The main purposes of such a conference are to impart further knowledge and give inspiration to the troop committeemen in carrying forward the work. The element of inspiration is most important because the continuation and development of the work depends upon the interest of the institution and its troop committee and stimulation is therefore valuable in keeping them active in their responsibility. In local communities where troop committeemen are assigned to specific duties, such as are suggested in the HANDBOOK FOR SCOUTMASTERS, pages 196-201, conferences can be held for those assigned to the same tasks throughout the community. The frequency and the program of these sessions should be determined at the discretion of the local council training committee. The offering of a training course for committeemen has been well worked out by the El Paso, Texas, Council—Mr. G. O.

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Everman, Scout Executive. The following is the plan of the course:

Plan of Course

One (1) evening each week for a period of five (5) weeks.

Instructors

The Training Committee, Scout Commissioner, Deputy Commissioners and the Scout Executive.

Instruction.

To cover all phases of boys' work especially that of a troop committee, collective and individual work, each session to take up one or more subjects under the following headings: functions of the committee collective or united individual work.

Source of Information

National Constitution of the Boy Scouts of America; Troop Committeemens Pamphlet; Scoutmasters Handbook, Boys Handbook; Troop Committeemens Schedule and Chart.

SCHEDULE

Thursday, Sept. 30th
THE REASON WHY OR THE PROBLEM STATED.
The Troop Committee and the Scoutmaster
The chairman and his duties

Thursday, Oct. 7th
The Committee and the Local Council.
The Committeeman on Records
(Open discussion.)

Thursday, Oct. 14th
The Committee and the Community
The Committee and the Parents.
The Committeeman on property
(Open discussion.)

Thursday, Oct. 21st
The Committee and the Scouts.
The Committeeman on Personal
(Open discussion.)

Thursday, Oct. 28th
Finances, Camps and Hikes
The Committeeman on program.
(Open discussion.)

El Paso Council, Boy Scouts of America,

Gentlemen:—

Please enroll me as a member of the Boys' Work or troop committeemens training course to meet at the Chamber of Commerce every Thursday evening at 8:00 o'clock, starting Thursday evening, Sept. the thirtieth.

Troop No..... Name.....

Telephone..... Address .....

The training of scoutmasters and assistants is the biggest item in the local council's training program. Many methods have been devised to help meet the need for training such as the plan suggested in the SCOUTMASTERS' HANDBOOK on Training by Apprenticeship. Then there is the method of the training school and the scoutmasters' round table. But even with the many efforts along this line, the training of the volunteers is still a problem. How during their leisure time, to train volunteer workers who already are crowded with their own regular duties is a problem which challenges the best thought and educational effort.

Busy men—persuaded to give some of their leisure time because of their interest in meeting boy needs—doing a task so exacting as to really require of them careful study and preparation—standards having to compete with business, home, recreation, fatigue, inertia—the most casual thought reveals that maintenance of interest will clearly call for the most attractive methods. Dr. H. W. Hurt makes the following pertinent and significant suggestions.

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"It seems clear that insofar as possible the training should:

a) Conserve the scoutmaster's time. Meetings should Be Brief.

b) Partake of the atmosphere of recreation. Some entertainment should always be provided.

c) Should be suited to the need and speed of the individual.

d) As much as possible be done through channels other than mass meetings (though a regular social and conference session is doubtless valuable); e. g. correspondence—visitations—personal conferences—home reading, etc.

e) It is unsound to put new men and old, year after year, through the "same course of intellectual sprouts." Some method of grading and division must be introduced.

f) The older men should be utilized to train the newer, with suitable recognitions to both. Training Course Diplomas are sound policy.

g) The genius and versatility of the local executive will be taxed to study his men and find the kind of training they most need.

h) In group sessions the Conference or discussion method—the pooling of experience, is very valuable. Indeed an executive will find it worth while in morale and instruction value to collect such methods, mimeograph or print them and distribute them from time to time to his Scoutmasters.

i) If the material to be "gotten over" to the Scoutmaster is outlined quite fully, mimeographed and given to the man, you have made possible a recurrent appeal to the eye as well as the one appeal to his ear.

j) The correspondence Course material developed by the National Staff, or similar material, may be used by the Executive or his Director of training, to reach scoutmasters otherwise inaccessible.

k) The Local Council should supply the scoutmaster with needed literature.

Analysis of the Scoutmaster Job

Whatever the method of instruction or training or preparation—what are the things that need to be "gotten over" to him?

This can be best approached by analyzing out his duties and needed qualities which are fixed by the nature of his work.

Clearly there are three divisions of scoutmaster need:

(1) Things he must BE

(2) Things he must KNOW

(3) Things he must DO and certainly this is the order of their importance.

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The Scoutmaster What he must BE "Physically strong, Mentally awake, Morally straight."	How secured BY	IN	TRAINING COURSE
1) Man of Character	Selection	(Troop Committees must be made to select right kind of men. "Making men over" after they come in is as unpromising in scouting as it has been found generally in matrimony. Better pick the right kind first even if it means delay.)	INSPIRATION (Every course should refresh the springs of spiritual vision. Mere technique is inadequate. Lofty motive must be afforded.)
2) " " Clean Habits	Selection		
3) Good Loyal Citizen	Selection		
4) Man of at least average intelligence	Selection		
5) Interested in Boys; Enjoy their association	Selection & Experience		
6) Man of Personality	Selection		
7) Making good in some work	Selection		
8) Man with Sense of Humor	Selection & Experience		
9) Teachable (openminded; Teamplay)			
WHAT HE MUST KNOW			Self-Instruction or Special Courses
1) Purposes & Objectives of Scouting	Instruction	Scout Literature	Boys' Handbook
2) The program { Land / Water	"	" "	Boy Psychology
3) Boy Nature	"	" "	Scoutmasters' Handbook
4) Methods of Instruction	"	" "	Various Outdoor Books, etc.
5) Out-of-doors { Hikes / Nature / Camping	"	" "	Special Practice (Doing It) Trips, etc.
THINGS HE MUST DO			
1) Live the Code he sets up for others	Ideals	Inspirational Literature	Training Must Involve **Actual Doing** of the things he is to do later as well as the "HOW"
2) Plan { meetings / activities, etc.	Instruction	Scout Literature	
3) Organize { Boys / Boy Helpers / Men "	Instruction in How or Delegation	"	
& Train { Work for progress / Special subject			
4) Conduct Meetings { Indoor / Outdoor	Instruction in How or Delegation	Participation	
5) Conserve Boy Health	Physical, Mental, Moral Activity Instruction	Doing right things Scout Literature	
6) Keep Records, Make Reports, Check Results } etc.			
7) Keep himself growing	Study and Action	Community Life	
8) Team Play	Practical	" "	

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What should be in his Training Course?

A careful study of this analysis reveals three things which should be in Scoutmaster Training Courses:

1. **Inspiration, things which minister to his spiritual life or personal efficiency, aimed to sustain, elevate and enrich "What he is" and help him keep up his "steam" and vision.**
2. **Knowledge, of the program and of boy nature and of methods. This may come from self-instruction or courses of training, or both.**
3. **Actual Doing as a part of training as well as the actual "How to do;" programs should be planned etc. This may profitably be supplemented by allowing the new man to briefly assist a strong experienced man, thus letting him actually do or lead.**

In the light of the foregoing analysis, the following list of training items have been analyzed out of the program. However, preliminary to the actual training process, the council probably should present the scoutmaster with the Handbook and other needed literature. Effective scoutmastership then will need the following, probably in the order presented:

1. **Inspirational things to touch the man's spiritual life and to enhance morale through vision. "A vision of personal obligation."**
2. **The objectives, the policies, the relationships of scouting including seascouting. How to present and use the Oath & Law and the "Good Turn."**
3. **How to plan meetings, activities, hikes, etc., including the actual "class-room" (or individual) building of sample programs, these then to be evaluated.**
4. **Boy nature and Interests. Boy leaders, securing and training them.**
5. **How to "teach" (or better—how to give boys a chance to do and thus to learn) the various scoutcrafts.**

The following items are included in the list of the things scouts learn to do:

Knots,
First Aid (1. Elementary, 2. More Advanced),
Signaling (1. Elementary, 2. More Advanced),
Tracking,
Scout's Pace,
Use of Knife or hatchet and Axe,
Fire Building,
Cooking (1. Elementary, 2. More Advanced),
Thrift, 14 mile hike,
Compass, Map making,
Swimming, Judging, Nature.

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These may probably best be included as an activities part of the training session and thus scattered through the entire training period. It is fundamental, however, not to submit the experienced men to the same routine as the inexperienced.

There are however, certain other things best taught the new scoutmaster by doing

a. Drill—foot movements, simple commands and formation for easy marching of boys through crowded streets or on parade.
b. Camping, technique and experience.
c. Various handicrafts—though the scoutmaster may delegate these to men expert therein.
d. The making of a system of records.

In many councils it has been found effective to organize the new men into patrols under the leadership of more experienced men and to enable them to at once learn to do and observe how it is being taught by actually going through the various program elements. Certainly a capital scheme, if, the executive can get his men to do it.

The new Scoutmaster's Handbook contains considerable material of the alternative methods sort and a very suggestive analysis of methods of instruction which are useful in keeping scout instruction as remote as possible from the formal school methods.

6. Tests and Promotions, Court of Honor, Merit Badges and Vocations, are matters of such vital import that they are worthy of place in the training scheme. Formal examinations can kill boy interest; real tests, however, frequently competitive—always doing rather than talking or writing words, and with suitable recognitions for the boy—can give vigor to interest.

It is imperative, however, to be again mindful of the fact that experienced men cannot safely be "put through" the same training as new men time and again: they must either be used to train others or be separated from the inexperienced men for training. In the periodic conference and discussion, however, their contribution will be the chief source of experience and should be used and recognized as such."

Hold Interest

The scout executive must ever hold before him the fundamental necessity in all his training work to hold the interest of his men. Many devices have been developed to this end such as the announcement that a "big surprise" will be had at the next meeting such as getting a box of apples and passing them around as "eats," or a fake boxing contest will add to the en-

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joyment. Use your community song master for one or two of the surprises. He will be glad to cooperate. Many scout executives have found that the possibility of an examination at the end of the course where brain can be matched against brain will add considerable interest to the course. Contests can be arranged that will add much to the interest of the course. Nothing should be allowed to drag. Everything should go off with a snap. The opening session of a course must be crammed full of human and interest gripping activity. Otherwise many of the men who will come in to look in on the course the first evening will not continue.

Faculty

The Training Committee and the scout executive in organizing the course must give careful thought to the selection of a faculty. It is important that the best qualified men be secured. Educational authorities in your locality or in neighboring localities can be secured. State universities or other institutions of higher learning can possibly supply instructors. Care must be exercised with these special educators to be sure that they have the Scouting point of view and that their talks are related to the type of training which you are attempting to provide. Executives from neighboring cities can also be used. Local expert scoutmasters and local leaders in various fields will contribute most in the developing of the faculty for training.

National Certificates

The Department of Education of the National Council since August 1919 has been issuing certificates to local councils and schools and colleges conducting courses which meet with a set of minimum requirements which were established at that time. These minimum requirements were devised only for an elementary course in Scouting. Up to date it has not seemed practical to establish standards for advanced courses in Scouting. Certificates will be issued by the National Council through the Department of Education to all

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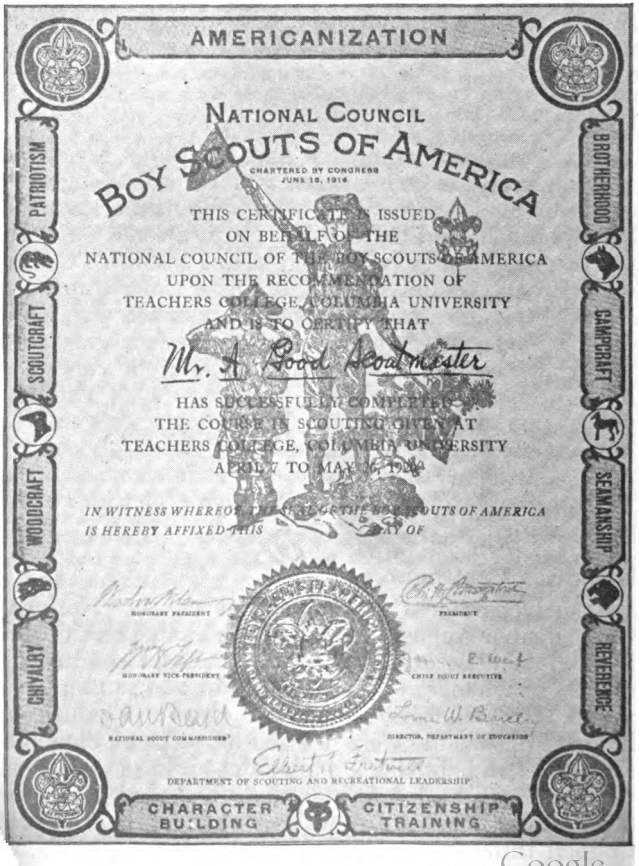
men recommended by local councils as having satisfactorily completed training courses which have been previously approved by the Department of Education. The following minimum requirements were adopted by the Committee on Education of the National Council.

1. A course to be approved by the Department of Education should consist of a minimum of sixteen hours of training work, preferably eight sessions of two hours each.



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2. At least one session of each course should be in the out-of-doors and be devoted to practice work.

3. At least 50 per cent of the course should consist of other than talks and lectures. The outline submitted for approval should show evidence of the intention to devote much time to practical work.

4. The course should include an exposition of the principles and objectives of Scouting as well as its educational principles.

5. Certificates are to be issued upon the recommendation of the group giving the course, but it is expected that all who are recommended will have attended at least 75 per cent of the sessions. A charge of 25 cents is made for each certificate.

THE FOLLOWING COURSES ARE SUGGESTED AS TYPES OF TRAINING FOR LOCAL COUNCILS

Schedule of Training Schools for Men

NEW LONDON COUNCIL, BOY SCOUTS OF AMERICA

1919-1920

MEETINGS HELD ON THURSDAY NIGHTS

TIME	November 13	December 4	December 18	January 2	January 16	January 30	February 12
7:45 to 8 P. M.	Opening	Opening	Opening	Opening	Opening	Opening	Opening
8:00	What is Scouting?	Rope Parts, Knots, Square, Sheepshank, Fisherman Bend, Timber Hitch, Two Half Hitches, Bowline, Halter Clove Hitch, Sheet Bend	Tenderfoot Examination	Signalling. Knots and how used	First Aid Prens. Fire Ons. Electrocuty. Ice. Runaway Horse. Mad Dog or Snake Bite, Dislocations, Unconscious Persons, Fainting, Heat Exhaustion, Preparing Bandages, etc.	Province Signalling	Court of Honor 2nd and 1st Class Examinations General Talk
8:15	It's Purpose					Knots and Splices	
8:30	5 Kinds of Scouts		Drill	A. B. C. D. E. F. G. H. I. J. K. L. M. N. O. P. Q. R. S. T. U. V. W. X. Y. Z. 1. 2. 3. 4. 5. 6. 7. 8. 9. 0		Judging Distance	Patrol Boosts
8:45	Forming the Troop	First Aid. General Directions. Fainting, Shock, Fractures, Bruises, Sprains, Burns, Scalds. Injuries when skin is broken How to carry the injured. Bandaging, Roller and Triangle Bandaging			Map Making. Field Notes Contours and Elevations. Pace out compass direction without use of compass	Trees (5 Species, including Pioneer Ivy, by their bark, leaves, flowers, fruit or seed	Pupil Competition
9:00	Election of Troop Officers. Patrol Leaders. Duties	Scout Oath, Law, Motto, Salute, Hand Clasp, Badge, National Flag, Chevrons	Tracking Observations. Knife and Hatchet				
9:15	Games. Circle Games and Entire Troop Games	Games. U. S. Mail 120 Bend Side Wheel Rooster Fight Knotcherchief Game	Games. First Aid Race. Rescue Race		New Setting-Up Exercises	Drill	Troop Committee Job and how to put it across. By one of them.
9:30	Closing	Closing	Closing	Closing	Closing	Closing	Closing

Troubadours meeting take scouts at Court House at 6 o'clock and return at 12 o'clock. Bring one half lb. steak or bacon and two potatoes, no cooking utensils. Leave shoes here and their coats.

All Men 18 Years or Over Are Elegible to Attend "Bring Another Man With You."

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EIGHT MEETINGS FOR NEW SCOUTMASTERS
ALAMEDA, CALIF.

Tuesday Evenings 7:30 to 9:30

I. Organization

The men to be organized into regular Scout troops with Patrols and Patrol leaders.

II. Order of Meetings

(a) General organization, lecture and discussion, 30 minutes.
(b) Scoutcraft 60 minutes.
(c) Games 30 minutes.

III. Sessions and Subjects

1. First Meeting.
(a) The Boy Scout Movement, its plans, principles and policies, including physical, mental and moral significance.
(b) 15 minutes drill. Distribution of handbooks, explanation of different ranks of Scouts, Tenderfoot requirements, etc. Knot tying, assignment of first 36 pages of Handbook for study.
(c) Games.

2. Second Meeting.
(a) The simple problems of boys in their "teen" age, and principles of management to be used in their leadership.
(b) 15 minutes of calisthenics. Knot tying practice, distribution of Tenderfoot questions and discussion regarding them, announcement that the Tenderfoot examinations will be held at next meeting.
(c) Games.

3. Third Meeting.
(a) The Tenderfoot test; significance of the Scout Oath and Law; how, when and where to give the test; first impression of Scouting; making awards.
(b) Each Scoutmaster takes the entire Tenderfoot test.
(c) Games.

4. Fourth Meeting.
(a) The troop committee—a form of community expression. Its duties, who chooses it, etc.
(b) 15 minutes of drill. Practice—of bandaging, and methods of carrying injured persons.
(c) Games.

5. Fifth Meeting.
(a) Troop organization—Scoutmaster, Assistant Scoutmaster and Patrols, selection and duty of troop and Patrol officers, registration of troop.
(b) 15 minutes of calisthenics. Review of bandaging, and methods of carrying injured.
(c) Games, announcement of outdoor meeting the following week, and short talk regarding troop hikes.

6. Sixth Meeting.
(Outdoor-meeting, Sunday or holiday afternoon)
(a) Trail signs and tracking.
(b) Fire building and cooking.
(c) Outdoor games.

7. Seventh Meeting.
(a) Problems of troop management.
(b) 15 minutes drill. Practice of first aid and signaling.
(c) Games.

8. Eighth Meeting.
(a) The value of story telling to the troop. How to tell a story. Distribution of articles printed in "Scouting" regarding initiation.
(b) Demonstration of a practical troop meeting.

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NEWARK, N. J. TRAINING POLICY

This System of Training aims to cover every phase of Scouting which in any way results in a more thorough understanding of the Scout Program.

The plan involves training under two distinct heads, viz: The Executive Staff, and the Training Department.

THE EXECUTIVE STAFF

Specific Details:

1. Troop instruction by the Field Staff.
   This involves training in troop management and routine, by the commissioners and the field executives. The Commissioner's Staff consists of the scout commissioner, a deputy and his assistants for each district, and special deputies at large. Following is the plan: A field executive is to be present with every new troop during its first two meetings after registering, and a deputy commissioner, or an assistant, or an Aide is to be present during the next two meetings. The object of this plan is to teach, at the start, the proper method of conducting meetings, and of instructing. Occasionally, joint inspections are to be held by the whole Commissioner's Staff for the purpose of standardization.
2. Bulletins.
3. Visits to old troops by new leaders.
4. Training Troop.
   The training troop is a group of leaders or prospective leaders registered and meeting as scouts under the direction of a scoutmaster who is expert in the fundamentals of Scouting standards which the council aims to reach.
5. Pathfinders of the Golden Trail.
   This group is fundamentally an "older boy" group. It functions at best in camp because its meetings are ceremonial in nature, involving Indian terms and ceremonies. Only the most trustworthy scouts who represent excellent material for field work are admitted into its membership.
6. Troop Committee Instructions.
   This involves training troop committeemen to function according to the plan adopted by the Local Council. The instructors are members of the Organization Committee.
7. Troop Committee Bulletins.
   These are bulletins issued for the purpose of teaching troop committeemen how to function at their best.
8. Training Camp and Mass Hikes.
   This involves lone troop camps, week-end camps, summer and winter camps, and hikes held at frequent intervals for new troops. The plan is to hold a hike under the leadership of an expert for every three new troops.

TRAINING DEPARTMENT

Subdivided under:

A. The Officers. B. Certified Older Scouts. C. District Committees

A. The Officers:
   I. The officers, consisting of the chairman of the Training Dept. and two vice chairmen, have direct supervision over the following:
      a. The Scoutleaders' Training School.
         During this course, emphasis is placed on teaching:
         (1) The underlying principles of Scouting and history of the movement.
         (2) Boy psychology, discipline, the older boy.
         (3) Registration, records (office and troop), transfers, national policies, certificates (when to award).
         (4) Troop Organization, consisting of:
            X. Patrol Organization.
            Y. Officers.
            Z. Troop committee (audit, camp, contests, community, council representation, drill, finance, hike, inspection, instruction, physical training, property, publicity, records, tests).

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(5) Leadership.
- X. The Scoutmaster (books, boy psychology, character, church, correspondence, courtesy, discipline, executive ability, good turn, home, instruction, law leadership, notices to scouts, oath, organization, patriotism, program, school, tests).
- Y. The Assistant Scoutmaster (leadership, practice in conducting meetings with the scoutmaster present, special work).
- Z. The Patrol Leader (courtesy, discipline, leadership, patrol competition, patrol organization, programs, special meetings outside).

(6) Requirements, camps, hikes, merit badges, practical methods, rallies, standard troops.

(7) Associate Scout, pine tree patrol, sea scouting.

(8) Court of Honor, inspection, mobilization, training system.

(9) Aims, awards, demonstrations, investiture ceremonies, model parents' nights.

(10) Community interest.
- U. Americanization.
- V. Visits to homes by all troop officials, especially to those parents who do not permit their boys to join.
- W. Letters to parents.
- X. Parents' Nights.
- Y. Publicity.
- Z. Assisting the church and the school.

(11) Emphasis on methods of instilling interest, and of thus holding the boy.
- O. Demonstrations at schools and on parents' nights.
- P. Assisting the church and school.
- Q. Inter-troop contests, patrol meetings, point contests.
- R. Jobs for scouts, methods of earning money for troops.
- S. Civic duty (clean-up days, etc.), pride in being snappy, alert and efficient, traffic duty (use of ropes and staffs).
- T. A real out-of-door Scouting program, troop meetings, in the open.
- U. Initiation ceremonies, original demonstrations, songs, stunts.
- V. Lectures, publicity, troop bulletins or magazines, troop library.
- W. Athletics for older boys outside of regular scouting period, fire by friction, trekking, wall scaling, etc.
- X. Teaching from the start respect for uniform and insignia, service stripes, veteran badge, etc.
- Y. Training courses in the troop.
- Z. Making troop apparatus.

(12) Programs and order of procedure at troop meetings.

(13) Council organization policy.
- Y. Three department plan, (1) Administration, (2) Training and Inspection, (3) Examination and Court of Honor.
- Z. Relation to the community.
  1. Co-operation in all work of a civic or charitable nature.
  2. Securing special instruction from all civic agencies.

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3. Having special scout committees appointed by all agencies which aim to give service.
4. Having special men appointed by large business concerns for the Scoutleaders' Reserve Corps for the purpose of feeding it with new men.
5. Having a special policy in relation to the schools, whereby both they and the scout movement can be mutually helpful in community work.

b. Training scouts as city scout officials.
This involves fitting the older boy into the civic life of the city by, at times, having him given authority to associate with the city officials of the various departments.

c. Training school in out-of-door work.
An out-of-door training involves instruction in regard to beds, camps, campus, cooking, fire-making, hikes, knife and axe, nature, pace, packs, roads, sanitation and tracking.

d. Training school for scribes.

e. Training school for patrol leaders.

f. Training school in merit badge subjects.
This includes angling, bee-keeping, bird study, civics, conservation, electricity, firemanship, first aid, first aid to animals, life saving, marksmanship pathfinding, photography, plumbing, printing, pioneering, safety first, surveying, swimming.

g. Lecture Bureau.
This involves lectures by the Public Health Dept., Safety First Dept., the Sanitation Dept., etc.

h. The Safety Patrol.
The object of this being to train boys who are now members of the Safety Patrol as instituted in the public schools, to be prepared for emergencies on city streets.

i. Instructions in Sea-Scouting.

B. Certified Older Scouts.

In general the older boy as referred to in the Training Dept. is a scout certified by some expert, as qualified to act on the Training Staff. The boy is used in good part in instructing new troops, although at times he is encouraged to conduct training classes of his own. The older scouts are certified by the Training Dept. after having shown the necessary knowledge and skill to do training in:

a. First Aid.
b. Knots.
c. Signaling.
d. Troop meeting programs.
e. Games.

C. District Committees:

Every district committee is made up of a chairman and as many other experts as he is able to rally to the work. The functions of this committee are:

a. Drill instructions.
This may include district drills and certain necessary marching tactics; also drill instruction at troop meetings.

b. Music instruction.
Drummers, buglers, fifers, and at times bands are drilled by volunteer instructors.

c. Training classes in first aid, map-work and signaling.

d. Training classes in merit badge subjects.

e. A district lecture board.

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SCOUTMASTERS' TRAINING INSTITUTE
SAN FRANCISCO COUNCIL
BOY SCOUTS OF AMERICA

A short term session of eight weeks on the leadership of boys. Sessions held every Monday evening at eight o'clock.

MARCH 22nd—MAY 17th.

RED CROSS BUILDING, CIVIC CENTER, SAN FRANCISCO.
(use McAllister Street entrance.)

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DATES AND SUBJECTS.

MONDAY, March 22nd.
8:00 P. M.—Registration.
8:15 P. M.—Greetings.
CHAS. C. MOORE, President, San Francisco Council, Boy Scouts of America.
8:30 P. M.—Address—"The New Dawn in Scouting."
CHAS. KEELER, Author and President of the California Writers' Association.
9:00 P. M.—Social Hour.
Impromptu Stunts.
Refreshments.

MONDAY, March 29th.
8:00 P. M.—Roll Call.
8:05 P. M.—"The Psychology of Boyhood."
PROF. J. W. HARRIS, PH. D. of the College of the Pacific.
8:45 P. M.—"Model Troop Meeting."
Practical demonstration by the Scouts of Troop No. 20, under the direction of Scoutmaster H. E. Hansen.

MONDAY, April 5th.
8:00 P. M.—Roll Call.
8:05 P. M.—"Scouting and Juvenile Delinquency."
JOS. C. ASTREDO, Chief Probation Officer, Juvenile Court, San Francisco, Calif.
8:45 P. M.—Instruction Period: Tenderfoot Tests.
JUDGE ROLLA B. WATT.
Assignment: First Chapter in Boy Scout Handbook with special reference to Oath, Laws and Knots.

MONDAY, April 12th.
8:00 P. M.—Roll Call.
8:05 P. M.—"The Older Boy Problem."
J. E. ADDICOTT, Principal, Polytechnic High School.
8:45 P. M.—"Semaphore Signaling."
SIDNEY VAN WYCK.
9:30 P. M.—"Patrol Organization."
FRANK C. WILLETT.

MONDAY, April 19th.
8:00 P. M.—Roll Call.
8:05 P. M.—"The Social Phase of Scouting."
GEO. E. KENEIPP, Field Executive, Oakland, Calif.
8:45 P. M.—"Second Class First Aid and Bandaging."
DR. FREDERICK D'EVELYN.
9:30 P. M.—"Observation and Bird Study."
C. B. LASTRETO.
Assignment: Boy Scout Handbook, pages 353-382, with special reference to First Aid and Bandaging.

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MONDAY, April 26th.

8:00 P. M.—Roll Call.

8:05 P. M.—"Essentials in Troop Organization."
W. R. SPOHN, Commissioner, National Catholic War Council, and Special Field Scout Commissioner, Boy Scouts of America.

8:45 P. M.—"Wig Wag Signaling."
SIDNEY VAN WYCK.

9:30 P. M.—"Cooking Tests."
CAPT. W. WEHSER.

Assignment: Review—Boy Scout Handbook, pages 283-293.

MONDAY, May 3rd.

8:00 P. M.—Roll Call.

8:05 P. M.—"Development of the Merit Badge Program."
WM. S. WOLLNER, Chairman, Court of Honor.

8:40 P. M.—Advanced First Aid—First Class Tests.
DR. FREDERICK D'EVELYN.

9:30 P. M.—Map Making and reading.
L. C. QUIMBY.

Assignment: Boy Scout Handbook—Pages 335-352, with special reference to First Class Tests.

MONDAY, May 10th.

8:00 P. M.—Roll Call.

8:05 P. M.—"Physical Considerations in Hiking."
DR. S. RUTHERFORD LEVY.

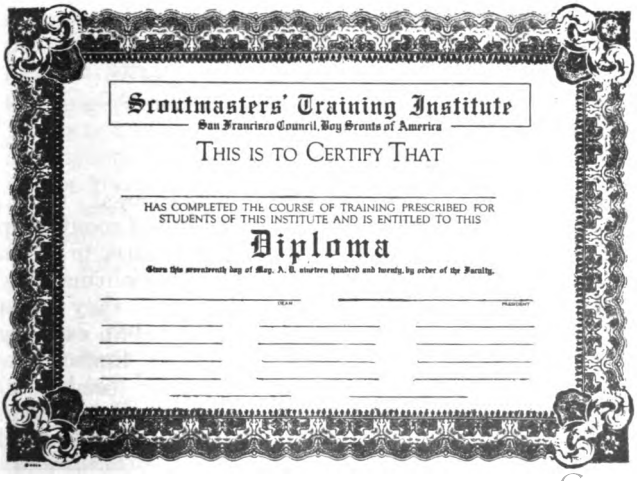
8:25 P. M.—"Scouting and Music."
O. GORDON ERICKSON.

8:45 P. M.—Review of the Course.

9:00 P. M.—Final Written Examinations.

9:30 P. M.—Social Hour and Refreshments.

NOTE:—The graduation exercises of the Institute will take place on Monday May 7th, at which time the diplomas will be presented. On the same evening the San Francisco Council will open a course of four weeks in Camp Leadership, especially designed for those who are to act as leaders at the summer training camp at Sazadero.



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Use Scoutmasters' Handbook in Course

With the publication of the SCOUTMASTERS' HANDBOOK has come a great help to the development of training programs for scout leaders. The Handbook should be the text book of the course and every encouragement should be given to the study of the Handbook for Scoutmasters while the course is going on. This has been well worked out by the Wichita, Kans., Council as seen in their course.

Schedule

Tuesday, October 26th **Meeting No. 1**

SCOUTING.
Its Objectives, Accomplishments and Possibilities.

THE JOB OF THE SCOUTMASTER.
Scout Executive B. B. Dawson. First Three Chapters of S. M. Handbook.

Saturday, October 30th **Meeting No. 2**

HIKES AND MEETINGS.
The kinds of hikes, their purposes and aims as well as the general plans for meetings and suggested programs and a method of making up such programs will be considered here.
Scoutmasters F. C. Williams, G. M. Snavely, Frank Isely, A. E. Franz and the Scout Executive.
Chapter IV of the Scoutmasters' Handbook should be studied in connection with this meeting.

Saturday, November 6th **Meeting No. 3**

SCOUT-CRAFT.
Elementary and advanced Scoutcraft will be taken up and discussed with regard to the different ranks of Scouting and the requirements thereof.
Nine methods of instruction suggested in the Handbook will be enlarged upon here in a theoretical way and there will be suggested what might be called Interest Material to help the Scoutmaster in putting the program over.
Scout Executive Dawson, Scoutmasters Isely, Snaveley, Williams and Franz.
Chapter V of the Scoutmasters' Handbook.

Saturday, November 13th **Meeting No. 4**

SCOUTMASTERS' HIKE.
Under direction of the Scout Executive an afternoon and evening will be spent in the open and around the campfire. In order to give all a voice in the matter the final arrangements as to time and place will be made at the second and third meeting of the series. A practical demonstration of the methods learned in meeting No. 4 and some practical work in fire building, axe, knife and hatchet, cooking, etc., will fill the afternoon and the meeting around the campfire will be given over to a round table on problems of the Scoutmaster. Suggestions for these topics will be in order at the first three meetings and they will be announced at the close of the third meeting along with the announcement of the Hike.

Saturday, November 20th **Meeting No. 5**

CLASS REQUIREMENTS.
A study of Chapter VI of the Scoutmaster's Handbook will give a very good idea as to the nature of this meeting. An effort will be made to clearly define those things in the requirements which are not clear to some. Methods of giving the examinations especially will be considered here.
Scoutmasters Franz, Isely, Snavely, Williams and the Scout Executive.

Saturday, November 27th **Meeting No. 6**

THE SCOUT TROOP AND PATROL.
This will no doubt be one of the most important of all the meetings as it will get right next to those problems which are so large to the average Scoutmaster. The matter of Membership, Discipline, Grouping, Business, Routine, and others are of vital interest to every Scoutmaster, Assistant, or Troop Committeeman. A number of special features for holding the interest of the older boy will also be suggested for discussion.
Scoutmasters Snavely, Franz, Williams, Scout Executive Dawson, and Scoutmaster Isely.
Chapter number VII of the Scoutmasters' Handbook.

Saturday, December 4th **Meeting No. 7**

SCOUTING AND THE COMMUNITY.
The Home, the Church, the School, State and Civic institutions, all go to make up the community and to all of these Scouting is a supplementary movement. The matter of Good Turns, Individual, Troop and Civic, as well as emergency service of various kinds all have a place and Chapter VIII of the Handbook for Scoutmasters considers this side of the matter and on this the discussions will be based.
Scout Executive Dawson, Scoutmasters Snaveley, Williams, Isely and Franz

Saturday, December 11th **Meeting No. 8**

BOYS.
This meeting will be based principally on Chapters X and XII of the Scoutmasters' Handbook, second part. The meeting will be conducted by A. K. Rule Professor of Psychology at Friends University. Professor Rule's interest in, and study of boys from a psychological view insures an interesting and very profitable meeting. We only regret that he has to be limited to one meeting for this big subject.
Prof. A. K. Rule, Friends University (Head of Department of Education Professor of Psychology.)

Saturday, December 18th **Meeting No. 9**

THE MORAL AND RELIGIOUS SIGNIFICANCE OF SCOUTING.
We know of no more capable man for the above topic than the one who has accepted it Dr. Ross W. Sanderson is the Executive Secretary of the Wichita Federation of Churches and he has been asked to speak very frankly as to what the church expects of a Boy Scout Troop. He is in a position to speak for all denominations and having been a Scoutmaster is familiar with the attitude of the National Headquarters as expressed in Article III, Section 1 of the National Council Constitution.

THE SCOUT AND HIS LIFE WORK
The Scoutmaster who is awake to his opportunity plays a greater part than he supposes in the vocational selections of his Scouts. A little care and thot given to the side of his work will result in great good. Chapter XI gives some definite suggestions in regard to this matter and these will be presented to the Scoutmasters by Mr. L. W. Brooks, Principal, Wichita High School.

WICHITA, KANSAS

Short Training Camps

The Charlotte, N. C., and Chattanooga, Tenn., Councils have found the short concentrated scoutcamp training course very effective. It is found a problem to secure the attendance of men at a scoutmasters' course running a period of weeks where they must give an evening a week to the course and an evening a week to their troops. Executives are finding the course such as that of Charlotte, N. C. (see below) valuable in helping in their problem of training. Chattanooga, Tenn., has operated courses of this kind twice on Saturday and Sunday.

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SCOUT MASTERS—TROOP COMMITTEEMEN.

This training course is for your instruction and for the purpose of showing you, by doing, the things you teach your scouts. The big outdoors calls for men, real live men, who can swim, and live in the open But can you do these things and get real enjoyment from the experience? No, this requires knowledge of the woods and streams, how to build cooking fires, then be able to cook after getting it started, what woods to cook with, these and many other valuable hints will be given in this course Tree study under the direction of an authority on trees and shrubs, birds, by a nature lover and one who has made a study of their habits, etc ; first aid to the injured and camp surgery by our Chief Scout Surgeon. How to select a camp site for the night, week end or permanent. Don't miss these instructions, and the last one on the program—Furcome and see Fee for Scoutmasters and Committeemen will be car fare to and from Beatty Station on P & N., 32 cents each way.

WHAT TO BRING

Heavy blanket; note book and pencil; good strong pocket knife, pocket comb; compass (if you have one).

WHAT TO WEAR

Old suit of clothes; soft hat or cap, easy walking shoes; light weight woolen shirt.

NO FIRE ARMS, TOBACCO, OR PLAYING CARDS ALLOWED IN CAMP

MONDAY, AUGUST 4TH

1:45 P. M.—Leave Scout Headquarters.
2:30 P. M.—Formation S. F. over trail for camp.
3:15 P. M.—Arrive in camp and register.
3:45 P. M.—Tracking and trailing demonstrations ..... Steere
4:00 P. M.—Fires and fire building..Crayton
4:25 P. M.—Compass ..... Wilkes
4:45 P. M.—Swimming and life saving ..... Robinson
5:30 P M.—Over night hike.....Crayton and Steere
6:00 P. M.—Selection of camp site, sanitation, etc. ..... Crayton
6:30 P. M.—Supper.
7:00 P. M.—Demonstrate fire building without matches ..... Steere
7:30 P. M.—Lean-to and Indian quick-up.
9:00 P M.—Astronomy ..... Wilkes
9:30 P. M.—Camp Fire talks

Good Night

TUESDAY, AUGUST 5TH

6:30 A. M.—Rise and setting up exercises.
6:45 A. M.—Fires lighted. Coffee or cocoa.
7:30 A. M.—Pack.
7:40 A. M.—Tracking to scout camp.
8:00 A. M.—Breakfast in camp.
8:30 A. M.—Tree study.....E. S. Draper
9:15 A. M.—Knot tying ..... Sheldon
10:00 A. M.—Swim ..... Robinson
11:00 A. M.—Rest.
12:30 A. M.—Dinner.
1:30 P. M.—Birds ..... F D. Sampson
2:30 P. M.—Route sketch map making ..... Steere
3:00 P. M.—Hike.....Robinson and Crayton
4:30 P. M.—Swim ..... Robinson
5:30 P. M.—First aid..Dr. B. J Witherspoon
5:45 P. M.—Supper.
6:30 P. M.—Scout games ..... Garrison
7:30 P. M.— Indian ceremony.
7:45 P. M.—Opening of Pot Latch speech by Big Chief. Bear dance of tribe; Wolf dance of tribe; Goose dance of tribe. Prayer song to Great Spirit for bountiful supply of food.

GOOD NIGHT?

The summer camp furnishes a superb opportunity for training in leadership. 84 council camps report for 1920 leadership training of adults as a major activity. Scout camps now look upon their function as training camps in leadership—men as well as boys. If it is not practical to get the scoutmasters, assistants and troop committeemen together for a week, they can be given much help by a series of evening meetings after working hours or week ends or by a series of Saturday meetings. No camping program is complete without a program of training of adult leadership.

The Forestry Department of the University of Minnesota at Lake Itasca and the Agricultural Department of Pennsylvania State University have pointed the way in showing how the state university can be utilized in training leadership during the summer months in camp. The Utah Agricultural College

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made an excellent contribution in its short course of last winter in which it drew men from various parts of Utah and with the local scout authorities offered an excellent course of training over a period of two weeks. The willingness on the part of educational authorities to assist the training of leadership today is most encouraging and all their facilities should be taken advantage of by every local council.

Extension Department of Universities Give Help

Good results are being gotten by some councils in cooperating with the Extension Department of universities. The Youngstown, Ohio, Council has for two years cooperated with the Extension Department of the University of Pittsburgh in carrying forward its leadership training course. The University of Nebraska assisted by the Lincoln, Nebr., Council this year carried through at Lincoln the following course:

Scoutmasters' Training Course conducted by the Teachers College, University of Nebraska, Extension Department in Cooperation with the Boy Scouts of America, Lincoln Council.

SCHEDULE OF SCOUTMASTERS TRAINING COURSE

1929	7:45-8:15 P. M.	8:15-9:00 P. M.	9:00-9:15 P. M.	9:15-9:45 P. M.	
Date	General	Technical	Demonstration	Stories and Games	Instructors
Tuesday February 5	Outline of Course	The Tenderfoot Knots	The Tenderfoot Knots	The "Big Idea"	Dana Chas. Pardyce Prof. A. A. Reed
Tuesday February 12	Psychology of Adolescence	First Aid and Bandaging	Question Box	"Games and Drill"	Prof. L. B. Bruner Prof. R. E. Cochran
Tuesday February 19	Social Psychology	Signaling	Fire by Friction	Story Telling	Dr. R. G. Clapp Prof. Geo. W. Hood Prof. A. M. Newman
Tuesday February 26	Leadership	Map Making The Compass	Judging	Music	Dr. R. J. Peel Prof. C. D. Swezey Prof. C. W. Taylor
Tuesday March 5	Americanization	Model Troop Meeting	The Uniform Use and Care	Question Box	Prof. R. A. Wolcott H. O. Ferguson
Tuesday March 12	Bird Life	Examinations	Investiture Service	"Games and Drill"	Dr. C. H. Arnold Dr. M. J. Brewer
Tuesday March 19	Trees	Hikes	Game Method of Giving Tests	Astronomy	Ralph S. Meyers J. S. Mendenhall O. M. Hoyt Scout Executive, Omaha
Tuesday March 26	Instinct of Animals	Cooking	Camping Short Cuts	Story Telling	Otis E. Smith Camp Director, Camps
Tuesday March 30	Special	Hike into the country. Practical demonstrations of fire building, cooking, tracking, camp-fire, story telling, sports, etc.			Walter F. Wilson Ralph E. Cowan

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Opportunity of an Executive in a College Town

With the growth of the Scout Movement has come a magnificent appreciation of its value by the faculties of our colleges, universities, normal schools and theological seminaries. At the present time successful courses are operated in many universities, colleges, normal schools, and theological seminaries. Teachers' College, Columbia University, has two members of the staff giving leadership to courses for scoutleaders.

This development offers the scout executive in a college town a remarkable opportunity for service not only to the students of the college but to the boys of his own community. The college town scout executive is in a strategic position to interest the college authorities in adding to their curriculum either in the Department of Physical Education or in the School of Education a scoutleaders' course. These courses will minister not only to the students in the institutions, but to the leaders in the town.

Having the course under the auspices of the college or university, adds dignity and influence to it. It also makes available to the council the services of many men connected with the college who may contribute much to the development of the scout work with boys. In many cases, the scout executives, for the present at least, have to give rather intimate leadership to the college instructors until they have begun to think of this work with boys in terms of Scouting. Every faculty has many practical men who would be interested in doing work of this kind. In but few cases will the executive find any difficulty in securing the active co-operation of the college or university in introducing these courses. The Department of Education will be glad to assist in working out of the details after the initial co-operation is established.

This plan will give an opportunity for the local council to enlist many students and members of the faculty as assistants or instructors. Our suggestion, however, is that the students be put in as assistants rather than as scoutmasters because of the fact that

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they are only at school a few months of the year and when their courses are finished most of them move away entirely.

In each college town there is also a great opportunity for the scout executive to bring together all students in the college who are scouts or who have been scouts and establish within the college itself a scout unit of men who are interested in boys and in Scouting. Two or three meetings a year might be held of these men to continue and maintain their interest in the movement. From this source much assistance can be secured. In Yale University, where this plan has been tried out by the New Haven Council, there has been secured very substantial assistance from the students and at the same time there has been maintained within the student himself a wholesome interest in Scouting so that when he graduates he will go back to his own community with a continued interest in the movement and prepared to render service to boyhood there.

DENVER'S PLAN

The Denver Council has developed a unique plan of training scoutleaders in that their course practically continues throughout the year and although a man may be unable to take certain session of the course, he can get those sessions in a later course. This plan seems to work well. Denver Council has prepared a syllabus which has been helpful. Up to date it has not seemed advisable to publish such a national syllabus because of the feeling of many that we are still in the experimental stage in training courses and a national syllabus would have a tendency to stratify methods throughout the country. There should be the widest activity in the way of experiments with the development of methods of training volunteer leaders. The Denver Council has made a real contribution, through its syllabus and the development of its cooperative work with Denver University. It has a commencement program and publishes a list of their graduates.

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The University of Denver

and the Denver Council

Boy Scouts of America

This Certifies that _____

Has completed satisfactorily the Course in

Social Welfare Studies and Recreational Leadership

prescribed for Commissioned Officers of The Boy Scouts of America and is hereby declared Proficient

In Witness Whereof, the Seals of The University of Denver and of the Boy Scouts of America and the signatures of the proper officers are hereunto affixed

The University of Denver:

_____ *Chancellor*

_____ *Dean*

_____ *Professor of Sociology*

GIVEN AT THE CITY OF DENVER, IN THE STATE OF COLORADO ON THE DAY OF IN THE YEAR OF OUR LORD ONE THOUSAND NINE HUNDRED AND

Denver Council, Boy Scouts of America

_____ *President*

_____ *Scout Commissioner*

_____ *Scout Executive*

Rural Training

The Training Committee of the local council has a much simpler problem in the city than in the rural community. Distance and the difficulty of getting men together in rural districts adds very much to the work of the scout executive whose responsibilities take him into the rural communities. The plan which seems most feasible is that of two or three conferences of scout leaders in various parts of the rural community through the year. This of course should be supplemented from the executives' office by helps based upon the Scoutmasters' Handbook which can be sent through the mail. If a training school is attempted covering a series of sessions, it will be necessary for the executive to realize that an attendance of four or five men will be very much worth while. The plan of the Monmouth County Council in having an executive officer remain for some time in a given locality and thereby devote considerable time to personal instruction is getting results. (See page 202.) Many of the suggestions here given for the work of the

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Training Committee will have to be adjusted and administered in another manner for the rural community. Nevertheless, many of the fundamental principles here stated will be of great assistance in the development of the training program in small communities.

The correspondence course being developed by the Department of Education will be very valuable as a help in the training program in the rural communities. This correspondence course also can be used to advantage by local councils but it should not displace the regular training school. Fuller information of the course can be supplied by the Department of Education of the National Council.

Leaders' Clubs

In the early days of the movement and even yet, much valuable training work has been done through the Scoutmasters' Association or the Leaders' Club, as it is sometimes called now. Great value will accrue from the information and inspiration received by scoutmasters one from another through the monthly meetings. It is an opportunity for the interchange of successful methods and for conferences on troop and boy problems with other scoutmasters. These round table meetings from the standpoint of training are very important. The training function, therefore, of the leaders' group should always be kept before the scout executive as a fundamental objective in his training program. Scoutmasters not only need the help in knowing how to carry on the work with the boys, but they need the stimulation which can come through such work to the carrying forward of Scouting with boys.

CONSTITUTION OF THE LEADERS' CLUB BOY SCOUTS OF AMERICA, LOS ANGELES.

Article I—Name.

The name of this organization is The Leaders' Club. Boy Scouts of America, Los Angeles.

Article II—Purpose.

The purpose of this organization is to promote the Boy Scout program for character development, citizenship training, physical fitness, and Americanization throughout the territory under the jurisdiction of the Los Angeles Council, Boy Scouts of America, as follows:

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Section 1. By bringing all who are directly concerned in troop management and leadership into organized common council.

Section 2. By promoting the plans of national and local headquarters for securing adequate leadership and maintaining high standards among those who serve as leaders.

Section 3. By organizing and supporting all helpful lines of communication between troop leaders and headquarters executives.

Section 4. By acting, through proper channels, as an advisory body to the court of honor, scout commissioner, scout executive and the department heads of local headquarters.

Section 5. By planning, promoting and conducting in detail, annually, the program of Boy Scout Week.

Article III—Membership.

Section 1. Membership in this club shall be limited to men who are citizens of the United States or who have legally declared their intention to become citizens of the United States, and who subscribe to the Scout Oath and Law and Constitution and By-Laws of the Boy Scouts of America, and can qualify in accordance with the provisions of Article II of the constitution of the national council of the B. S. A.

Section 2. Membership in this club shall be further limited to those who are troop committeemen, scoutmasters, assistant scoutmasters, and deputy scout commissioners in good standing.

Section 3. The Scout Executive shall be ex-officio a member of the club and of the executive committee.

Article IV—Officers.

The officers of this club shall be a President, a Vice President and a Secretary-Treasurer, who shall be elected and perform the duties set forth in the By-Laws.

Article V—Executive Committee.

The executive committee of this club shall consist of the officers and two additional members who shall be elected and perform the duties set forth in the By-Laws.

Article VI—Annual Meeting.

This club shall hold an annual meeting within thirty days after Boy Scout Week, for the purpose of electing officers for the ensuing year, and to conduct such other business as may be prescribed in the By-Laws.

Article VII—Amendments.

This constitution may be amended at a regularly called meeting of the club provided that a copy of the proposed amendment or amendments accompany the call for the meeting, and provided further that such proposed amendment or amendments shall have had the consideration of the executive committee at a duly called meeting.

TRAINING PROGRAM
FLINT, MICHIGAN

	7:45 to 8:30	8:30 to 9:00	9:00 to 9:30
DATE	THEORY	PRACTICE	APPLICATION
Mon. Eve. Jan. 19th	(a) "You'll Like It" (Welcome) Commissioner S. S. Stewart (b) The Big Things Ahead. Scout Executive Earle W. Beckman (c) Leadership. Lieut.-Col. Guy M. Wilson.	(a) "Putting Over Knot Tying." W. V. Smith and N. C. Webster (b) Methods of Compass Instruction. A. J. Michelson, Scoutmaster, Troop 37	(a) Group Games—Why? Asst. Exec. Thornton Wilcox.
Mon. Eve. Feb. 2nd	(a) "Ten Nights with the Bomb Throwers." D. L. McTaggart, Scoutmaster, Troop 42. (b) Supplementary to Church, Home and School. A. N. Cody, Superintendent of Schools. (c) A Training for Citizenship. Rev. P. R. Dunigan.	(a) Ceremonies and Parades. Asst. Exec. Thornton Wilcox (b) "Putting Across First Aid." Dr. M. S. Knapp.	(a) Relays and Competitive Games. J. E. Bloomstrom, Scoutmaster, Troop 17
Mon. Eve. Feb. 16th	(a) The Use and Abuse of Awards. W. J. Puffer, Scoutmaster, Troop 22. (b) The Functioning Scout Master. Asst. Exec. Thornton Wilcox. (c) Records and Reports. H. G. Pound, Scoutmaster, Troop 2.	(a) Novelties in Physical Training. Asst. Exec. Thornton Wilcox.	(a) Practical Story Telling. Walter P. McGuire, Editor The American Boy
Mon. Eve. March 1st	(a) The Big Idea. John R. Boardman, Dep. Field Scout Commissioner	(a) Teaching Map Making. Scout Executive Earle W. Beckman.	(a) More Games. Asst. Exec. Thornton Wilcox
Mon. Eve. March 15th	(a) Discipline. Wm. Roberts, Scoutmaster, Troop 23 (b) The Men Behind the Man Behind the Troop. Geo. G. Walker, Scout. Exec., Grand Rapids (c) Making Use of Non-Coms. Scout Executive Earle W. Beckman.	(a) "Putting Across Bandaging." Dr. D. D. Knapp.	(a) Model Troop Meeting. J. D. Mick, Scoutmaster, Troop 25. (b) Bridge Demonstration. Troops 5 and 6 and N. C. Webster
Mon. Eve. March 29th	(a) Preparing for the Hike. J. P. Mestrezat, Scout Exec., Bay City (b) Camp Commissary. Scout Executive Earle W. Beckman. (c) Scout Courtesy. R. H. Morrison, Scoutmaster, Troop 28.	(a) Knife and Hatchet. N. C. Webster, Scout Woodcrafter (b) Semaphore Signalling. Asst. Exec. Thornton Wilcox	(a) Instruction Through Games.
Saturday and Sunday April 10th and 11th	Week-End Camp at Pine Lake Reservation	Cooking, Indoor and Outdoor, Scout Pace. Tracking, Judging, Timbering, Observation	Recreation on the Hike. Scout Athletics
		Supplementary Course (Optional) Domestic Science Department Dort Junior High School, 6:45 P. M.	
Mon. Eve. Feb. 23rd		Practical Demonstration of Camp Cookery	
Mon. Eve. March 22nd		Dinner Prepared by Men Taking Course. Complimentary to Lady Guests	

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LEADERSHIP TRAINING COURSE

DALLAS COUNCIL BOY SCOUTS OF AMERICA

Geo. W. Keeley, 2nd V-Pres.	W. E. Joor, Scout Commissioner
INSTRUCTION SUBJECT	SPECIAL SUBJECT
March 4 T. N. Crawford, Chairman. Preliminary Details Organization of Patrols	J. P. Fitch, Principles of Boy Leadership
March 11 R. H. Taylor, Chairman. Tenderfoot Requirements, Salute, Insignia, History of and respect due flag, Knots and their use	H. B. Goodnight, Scout Ideals—Policies
March 18 Jack R. Berry, Chairman. Scout Motto, Games, Knots, Drill and its purpose	C. P. Kerr, Troop Meetings
March 25 W. E. Joor, Chairman. Tenderfoot Examination and Investiture	T. A. Hord Out of Door Activities, Hikes, Overnight camps, long term camps
April 1 Mr. Geo. W. Keeley, Chmn. Second Class Requirements, First Aid, Signaling, Map Work	W. S. Barcus, Troop Organization
April 8 Mr. Geo. W. Keeley, Chmn. First Aid, Signaling, Map Work, Compass	E. R. Pelster, The Merit Badge Program Method of Instruction

OUT OF DOOR SESSION
W. S. Barcus, Chairman.
Fire Building, Cooking, Knife, Axe, Compass, Scout Pace, Tracking.

April 22 C. C. Carpenter, Chairman. Second Class Review, Examination, and Investiture	D. L. Duncan, Troop Records
April 29 H. H. McGill, Chairman. Troop Business Meeting, Nature Study, Trees, Astronomy	R. O. Lively, Games and Stories
May 6 T. G. Lemmon, Chairman. Nature Study—Birds and Animals First Aid, Signalling	W. S. Barcus, Headquarters Facilities and Service
May 13 James Crayton, Chairman. Review	W. F. Schregardus, City Wide Program and Activities

OUT DOOR SESSION
C. H. Wortham, Chairman.
Field Sketching, Judging, Tree Felling, Fire Building, Cooking.

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May 27

I. Pierce, Chairman.
Troop Business Meeting, First Class Review and Examination, First Class Investiture, Applications for Commission

R. O. Lively,
The Scout Leaders Relationship to—Troop Committee, Parents, Headquarters, Church, School, Home

TEXT BOOKS

Handbook for Scoutmasters..... $1.50
Handbook for Boys..... .75

FLINT, MICHIGAN

SCOUTMASTER'S DEGREE

	TRAILER	RANGER	GUIDE
Troop Administration	(a)—Duties of a Scoutmaster. (b)—National Scout Laws as applied to Scoutmasters. (c)—Troop meetings, Troop Co-operation.		
Patriotism	Composition and History of Flag and customary forms of respect due it. Give Preamble of the Constitution.	Tell how a President is nominated and elected. Name five heroes of Revolutionary fame and describe one or more achievements of each.	Give the names and principle achievements of two of the most distinguished citizens of our state.
Camp Craft	Lay and light a fire with one match. Efficiency in making blanket roll. Improvise a drinking cup.	Pitch a Pup Tent. Cook bacon, twists, flapjack, Hunter's Stew. Demonstrate the following fires: Hunter's, Trapper's, and Indian.	Make proper fire and cook a meal as directed, including camp bread, without cooking utensils. Improvise a lean-to shanty and bed. Make a fire without matches. State how to choose a camp site, how to build a latrine and how to dispose of camp garbage. Know how to construct a raft.
Trailing	How to use a compass in the field and trail marks.	How to find directions without a compass.	Read a map correctly, etc., as indicated in Test No. 7, First-Class.
Signalling	Learn Semaphore alphabet. Send and receive message of 20 words.	Send Semaphore message 30 letters per minute. Learn General Service Code.	Send and receive message General Service Code
Health	Learn a set of Calesthenics. Demonstrate stopping of bleeding and bandaging of ordinary cuts.	First Aid for fractures, sprains, burns, scalds, fainting, sunstroke, carrying of injured, use of Tornniquet. Resuscitation of drowning.	Advanced First Aid as prescribed in Scout Manuel. Inspection for good drinking water. Prevention of flies and mosquitoes, diseases conveyed by same.
Trees	Recognize and describe five trees used for timber.	Recognize and describe 10 additional trees. Tell what to do in case of forest fires.	Recognize and describe 10 additional trees. Tell the use of 15 trees Tell how trees are propagated and forests planted.
Birds	Identify and turn in notes on ten birds.	Identify and turn in notes on 10 additional birds.	Make a sketch of three birds showing difference between a wader, swimmer and a perch bird.
Games	Know ten different indoor games.	Know five additional indoor games and 10 outdoor games.	Know 10 games which demonstrate Scout Work. Submit a complete two hour program for a Scout Rally.
Story Telling	Tell two interesting boys' stories of 10 minutes each.	Tell two life stories of two successful business men. Tell one good Indian or pioneer story.	Tell two additional Indian or pioneer stories. Tell two stories illustrating two Scout Laws.
Knots and Splices	Know all knots shown in Handbook.	Know five additional knots. Demonstrate splicing.	Demonstrate 10 uses for the Overhand knot.
Indian Lore	Know two good Indian stories.	Know signs given on pages 280-282-283, Scout Handbook.	Be able to give a sentence of ten words by Indian signs.

The above scoutmaster's ranks are interesting as involving progess, growth, grading of scoutmasters based on actual doing.

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SCOUT EXECUTIVES IN TRAINING.

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Adopt Training Program and Policy

The Committee on Leadership and Training of the local council will have the problem to meet of adopting a policy as to the training of boys. Scouting is a system of training in leadership. There is great danger, however, of the methods of the school room coming into the scout movement or of the executives and their training committee devoting time to training boys in their first and second class work rather than the training of scoutmasters and leaders in the development of this work. There has been some question as to the place of the patrol leaders training school in the scout movement. It is generally accepted that the patrol leaders' school would operate with the approval of the scoutmasters as a valuable assistance in the general program of training leadership in the local community.

Patrol Leaders' Training

Several scout executives' conferences have considered the patrol leader training program and a number of cities have adopted the policy of supplementing the scoutmaster's own work in this direction (for after all, the real responsibility in this matter is the scoutmaster's) with a definitely planned patrol leaders' training course. On the basis of the experience of these cities together with the considered opinion of several prominent scout men to whom the question has been submitted, the following suggestions are offered to local councils in the training of patrol leaders.

The purpose of the course is "to give the patrol leaders something of the art of their job and a little of its science." Such a course should seek to fix "a definite minimum standard for the position of patrol leader, so that the dignity and respect of the rank may be maintained."

Opinions differ as to what boys should receive this training. Perhaps most scout officials would be inclined to limit the registration to Senior Patrol Leaders, Patrol Leaders and Assistant Patrol Leaders, but there is a considerable group who believe that as

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many more boys as have the capacity to receive the training should be given the opportunity of benefiting by it. In Scouting we must recognize the existence of "plural leadership" in almost every group, but this may perhaps be divided into "organization leadership"—the job of the real patrol leader—and "activity leadership." The leader of the latter type may perhaps be better dealt with in separate training classes or by individual conferences. Care should be taken, however, to limit the number to a group which will not become unwieldy.

A short six or seven week course with one session per week will probably be found the most effective. Two hours will be long enough for any session, but the program should be intensive and full of action from the "fall in" to the "dismiss."

A good suggestion is to divide the class session into three periods, the first to be devoted to a discussion of general fundamentals stimulated by somebody who can use the combination talk and quiz method to best advantage. A blackboard is another good device for holding interest here. In the second period, the groups will divide into sectional conferences for Senior Patrol Leaders, Patrol Leaders, Assistant Patrol Leaders and, if others have been admitted, a special section for them. Each section will have a program of its own devoted to the particular interests of its members. For the last period the entire class will be consolidated for practical scout work, demonstrations, games and competitions. These should be conducted, not only with a view to instructing the members of the class or giving them a good time, but with the idea of showing them how they themselves can use such activities with their own patrols and troops.

The sessions should be opened and closed with some approved scout ceremony, and run on schedule time from beginning to end.

"A definite course may be provided taking up the qualities, problems and methods of leadership together with some of the technique of Scoutcraft."

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If the class period plan suggested above is used the following subjects will have special value for the first period:

Scout Courtesy.
Attendance.
Relationship.
Leadership.
Programs.
Discipline.

For the sectional conferences of the second period the following subjects are suggested:

Studying Each Scout.
Handling a Meeting.
Handling Tests.
Getting "Good Turns" Done.
Arranging Special Features.
Scout Ceremonies.
Making Scout Work Attractive.
Putting Out-door Stuff Across.
Stimulating Advancement.
Getting "Team Work."
Using Activity Leaders.
Mobilization.
Esprit de Corps.
"Stars," "Grouches," "Nuts," etc.

For the third period arrange to have practical instruction in:

Advanced First Aid.
Advanced Knots and Rope Work.
Signaling Methods.
Nature Study.
Camp Fires and Cookery.
Map Making and Reading.
Use of the Compass.
Laying and Following a Trail.

and have practical talks on such subjects as:

Camping and Hiking.
Fire Prevention.
Safety First.

and play "games with a purpose."

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Getting Started

First of all, "sell" the scheme to the Scoutmasters. When they have been committed to it, give them a real part in planning the course, in selecting the various instructors, and in actually putting it across. Make them realize that they will be welcome to sit in at any or all the sessions of the Patrol Leaders' Class, but when they do come avoid the possibility of them turning the classes into Scoutmasters' meetings instead of meetings of the Patrol Leaders. If given an opportunity to aid in initiating the Patrol Leaders' Class, the Scoutmaster will prove the best ally of those entrusted with putting it across.

For instructors and leaders use experienced Scoutmasters, outside experts such as naturalists, doctors, firemen, policemen, domestic science teachers, engineers, etc., and patrol leaders who know how.

Plan to hold the meetings at times which will cause the least interference with regular troop plans and engagements.

Make some of the meetings out-door meetings.

Avoid monotony. Each program should be so full of interest that the boys will not even think of staying away from the next.

The above suggestions are based on the experience of others. Data now available are meager although more local councils are trying out the scheme of training patrol leaders. Many councils have found patrol leaders conferences stimulating and valuable in helping the scoutmasters in the local troop.

The Department of Education is anxious to receive these programs as well as a report on their operation after they have been thoroughly tried out so that we may eventually develop a suggestive program which will be of help to the whole field.

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OUTLINE FOR PATROL LEADERS TRAINING COURSE

Chicago Council, Boy Scouts of America

SESSION ONE—"The Patrol Leaders Job."

1. To become a better leader.
2. To start the Tenderfoot right.
3. To be responsible for advancement of his scouts.
4. To create and maintain the proper patrol and troop spirit.
5. To promote outdoor activities.
6. To understand the principles of troop management.

SESSION TWO—"To Become a Better Leader."

A. Discussion
   1. To know the qualities of successful leadership.

TO HAVE	TO BE
1. Self control	1. Willing to try
2. Confidence	2. Efficient
3. Knowledge of subjects	3. Reliable
4. Intelligence	4. Unselfish
5. Patience	5. Alert
6. Initiative	6. Industrious
7. Perseverance	7. Fair
8. Will power	8. Prompt
9. Enthusiasm	9. Decisive
10. Ability to teach	10. Modest
11. Dignity	11. Popular

   12. Self analysis in terms of above qualities.

B. Activity
   1. Drill to train in the art of giving commands.
   2. Recreational games.

SESSION THREE—"To Start the Tenderfoot Right."

A. Discussion
   1. Putting over the big idea.
      a. Be sure he understands Oath and Law.
      b. Get him to see that being a Scout is a real job.

B. Activity
   1. Knot-tying games.
   2. Recreational games.

SESSION FOUR—"To be responsible for the advancement of my Scouts."

A. Discussion
   1. To inspire to progress.
   2. To help him plan the order of tests.
   3. How to teach.
      a. Importance of mastery of subject to be taught.
      b. "Scouts learn by doing."
      c. Teach one thing at a time.
      d. Have proper materials ready for demonstrations.
      e. Know when to stop.

B. Activity
   1. Recreational games.

SESSION FIVE—"To create and maintain the proper patrol and troop spirit."

A. Discussion
   1. What is patrol and troop spirit.
   2. Relationship of patrol to troop.
      a. Co-operation.
      b. The whole greater than the part.

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3. How to create and maintain Patrol Spirit.
    a. Patrol meetings.
    b. Inter-patrol contests.
    c. Patrol leaders personal contact with his scouts.
        1. Follow up absence.
        2. Interest in advancement as outlined under session four.
4. How to create and maintain troop spirit.
    a. Take part in District and Council activities.
        1. Efficiency contests.
        2. Patrol Leaders' Schools.
        3. Scoutmasters' conferences.
        4. Service.
        5. Hikes and Camps.

B. Activity
    1. Recreational games.

SESSION SIX—"To promote outdoor activities."

A. Discussion
    1. Indoors for theory—outdoors for application.
    2. Get Scouts to attend troop hikes and camps.
    3. The elements of a successful hike.
        a. Proper preparation.
            1. Grub.
            2. Place.
            3. Program.
        b. Living up to program on the hike.

B. Activity
    1. Recreational games.

SESSION SEVEN—"To understand principles of troop management."

A. Discussion
    1. The plan of troop organization.
    2. Value of prearranged programs.
    3. Staff meetings.
    4. Getting parents interested.

B. Activity.
    1. Recreational games.

SESSION EIGHT—Examination.

Patrol Leaders certificates like the following have been issued upon completion of the course.

BROOKLYN COUNCIL
BOY SCOUTS OF AMERICA

Patrol Leaders Training Course

This is to Certify that

SCOUT _____ OF TROOP _____

HAS SUCCESSFULLY COMPLETED A COURSE AND EXAMINATION IN PATROL LEADERSHIP AND IN RECOGNITION THEREOF IS ENTITLED TO THE RATING OF PATROL LEADER QUALIFIED.

CERTIFICATE No. _____ DATE _____

PRESIDENT — FIELD EXECUTIVE

COMMISSIONER — DEPUTY FIELD EXECUTIVE

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EXPERIENCES OF OTHER COUNCILS

Los Angeles, Cal.

"We are formulating plans for launching permanent schools for training leaders to be called "SCHOOL OF THE THEORY AND PRACTICE OF SCOUTING." Students may enter in time and graduate as soon as course is finished. Will embrace training of Patrol Leaders, Scoutmasters, Troop Committeemen. Local council will conduct. We do not believe in farming this phase of the job to a local university or any other educational institution. This conclusion has been reached in a measure on basis, and the testimony of educators (spread broadcast by National Headquarters) to wit, in substance that the content and arrangement of the program of Scouting, and the Philosophy of education and pedagogy involved, are far ahead of the present thing found in orthodox education and the average institution of learning. Still we shall draw upon local institutions and learning, we plan to "gear" our school more intimately to Scouting than seems possible through any plan of subordination to the traditional procedure of the average school or college."

Oshkosh, Wis.

"Ran a Scoutmasters' Training Course at the State Normal School where students get college credits for work. Used the Troop Committees to help select men. Last year's course ran from February to June."

Waukegan, Ill.

"We tried the novel experiment of running the scoutmasters' and patrol leaders' school under the same direction for the first year. Some Scout Executives have denounced this plan as impossible. That however, is due to the fact that they did not understand our system of working it. We probably would not do it a second year, but for the first year, it was the only thing that could be done, as we could not provide leadership for two schools.

This combination of schools was provided with 25 instructors and the program divided into four parts, first the inspirational talks which were given to the entire school; second the round table discussions, in which the scoutmasters, patrol leaders and scribes were separated into various rooms; the third, the practical scouting work, in which men and boys alike were put through knot tying, first aid, signaling, etc., under the same instructors; and fourth, the activities program, which would not have been nearly the success it was without the boys, as we all know men do not play as spontaneously as boys do unless they have the rejuvenating spirit of the boys in the game. The boys put pep and spirit into the meeting and the men give it dignity.

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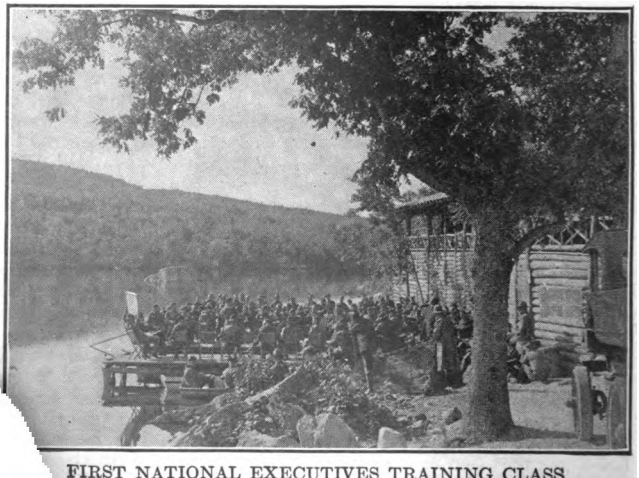
They each had their separate discussions and they had the practical experience of dealing with an actual group of boys. The subject material covered in the 8 week course, covered so wide a field that it was necessary to devise some scheme whereby the program could be carried out on schedule and at the same time give the students a chance to assimilate the ideas presented, which required time.

This is the most unique feature of our plan. To do this, we had every instructor prepare notes on the material to be presented. These notes were mimeographed and furnished to every student together with a folder in which to bind them. Most instructors were limited to 15 minutes for talks, or half an hour for demonstrations or activity.

The notes system has the following advantages. It assured us that the instructor had definitely prepared his material, so as to avoid wasting any of his 15 minutes by a rambling talk, or hesitation. In case the subject was not completed in the allotted time, the essential points were already in the hands of the student, so that little was lost, and the student has the opportunity of giving the subject more leisurely thought afterward, by use of the ouline.

174 different students attended this school. Of this number 65 were adult leaders and 109 boy leaders. The average attendance was 83 with the maximum of 132. 28 of the total number had a perfect record of attendance, while 82 were present 5 or more times."



FIRST NATIONAL EXECUTIVES TRAINING CLASS
"Bear Mountain" 1920

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Birmingham, Ala.

"A training course following along the lines as that suggested by the Columbia University. Six lectures or rather meetings. Executive has a demonstration troop and meetings are actually held with the boys rather than talked about by the men. First the demonstration meeting—then questions and suggestions in regard to the program just completed. The training is largely for new scoutmasters and they are notified by mail or by phone. For the older scoutmasters we have the Scoutmasters' Association which meets once each month and takes up the various problems and also makes use of the demonstration troop, which enables the executive to place before the Scoutmasters his ideas as to the proper way to conduct the meetings, play new games and teach the various branches of the work. Attendance runs high among the new men in training and about 50% of the older men. To secure attendance of the older men, one scout is appointed from each troop to act as messenger and call each week at the central office for mail for his troop. There is a mobiliza-

MADISON, WIS.

Hour	4.15 to 4.50	4.50 to 5 30
Date	PROBLEMS	PRACTICE
Feb 11	Nat & Local Council Organization R A Overholser-Scout Exec. Elements in Successful Leadership Prof W J Meade	Advanced First Aid Dr J C Elsom, Scout Commissioner
Feb. 18	Discipline—Troop & Individual C S Borden	Games with a purpose A F Grimm
Feb. 25	Scouting—how to teach it A W. Siemers, Scout Master 5 minute demonstrations Knot Tying—R M Sawdy, Dep Commissioner First Aid—Dr J C Elsom, Scout Commissioner Signaling—M Bramlette, Scout Master Cooking—A W Siemers, Scout Master	Nature Study Dr J C Elsom, Scout Commissioner
Mch 3	Patrol Spirit and Activities R A. Overholser, Scout Exec.	Fires—H H. Groth, Ass't. Scout Master Cooking—A W Siemers, Scout Master
Mch 10	How to Hike R. A. Overholser, Scout Exec Where to Hike C. E. Brown	Map Making & Reading Major R. S. Owen
Mch 17	Examinations	Examinations

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tion scheme among these boys and when the date for the Scoutmaster meeting comes, in addition to the regular notice in the Sunday Scout Page this mobilization call is sent out and each of the messengers not only calls his scoutmaster but if he brings his scoutmaster he may come too."

The greatest opportunity and responsibility of the scout executive is that of training. In fact, Scouting itself is a system of training of which the training of adult leadership is a very important part. The scout executive then must look upon himself as an educator in every sense of the word and in his own mind he should keep before him constantly the educational approach and attack on his problems. This of course means that in the training of himself he must continually keep up his own program of training. For his own efficiency, capacity and personality will go far to giving the educational leadership, stimulation and inspiration necessary for the carrying forward of the Scouting program in the lives of the boys of his community.

SHEBOYGAN, WIS.

8:00 P. M. THEORY	Date	9:00 P. M. PRACTICE
(a) "Welcome"—J. W. Henaen (b) "Educational and Recreative Value of Scouting" Illustrated. Dr. J. C. Elsom, State University	Fri. Eve. Feb. 24th	(a) Tenderfoot Knots. (b) Discussion.
(a) "The Psychology of the Adolescant Boy" Dr. J. C. Elsom	Fri. Eve. Feb. 27th	(a) Boring the Compass. (b) Scout Oath and Law
(a) "Birds." (b) Discussion. Dr. J. C. Elsom	Fri. Eve. Mar. 5th	(a) Signaling, Compass. (b) Knife and Hatchet O. As HUKLE. Eve.
(a) "Problems of the Teen Age Boys." Prof. E. B. Gordon, State University	Fri. Eve. Mar. 12th	(a) First Aid. Dr. OTTO FIEDLER.
(a) "Games and their Value." Dr. J. C. Elsom	Fri. Eve. Mar. 19th	(a) Games Demonstrated. (b) Question Box.
(a) "Hikes and Camp and Its Sanitation." Dr. J. C. Elsom	Fri. Eve. Mar. 26th	(a) Test on Tenderfoot Work.
(a) "Problems and Methods of Discipline." (b) "The Patrol Leader" W. L. Davidson, Executive, Milwaukee	Fri. Eve. Apr. 2nd	(a) Competition or Demonstration. (b) Resuscitation. (c) Discussion. A. O. HUKLE
(a) "A Training For Citizenship." (b) Discussion Rev. M. R. Brandt	Fri. Eve. Apr. 9th	(a) "Life Saving," A Lecture from a Wet Platform. A. O. HUKLE
Packs. Cooking Utensils. Overnight Hike. The Summer Camp Trees, Birds—How to Identify Them.	Sat. P. M. and Sun. Apr. 17th and 18th Hike to Rotary Lodge.	Second Class Cooking. Tracking, Map Making. Scouts' Pace. Judging Height and Distance. "Lean-To" Construction. EATS.—Scout Plan.

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CHAPTER VII

LOCAL AND NATIONAL RELATIONSHIPS

Team Play

Scouting is not a one man individualistic game—it is a community project. Indeed the "quarter-back" who is a heady general passes the ball to someone else to carry and then helps him carry it. The fundamental social philosophy underlying Scouting is that **Scouting is done by the community!** Of course the actual activities are done by the boys but the community is the **enabling agency.** The executive, who in lone style puts over a big scouting program himself almost singlehanded is really doing his community a grave injustice. Where will they be when he is gone? They will have neither organization nor experience nor momentum! Forms of social service to be permanent must be rooted in the permanent things of community life. Individuals are not permanent.

Team play means further that the Scout Executive shall play the game squarely with all the local agencies of community life. Live and let live—help and perchance ultimately be helped. Team play with churches, homes, schools, other boy's work agencies—a readiness to cooperate all along the line is good scouting. It is seeking **"to be helpful to other people at all times."**

Morale

Morale is the main spring of volunteer service. It must be created through warm, unselfish human helpfulness and loyal service—it can be maintained only on the same lofty level.

The executive who cannot maintain morale in his team-play with his volunteer leaders—whose training helper and coach he is—cannot meet the basic

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demands of the profession. Self-control is the key to power; unselfishness releases good will; consideration and appreciation create affection.

Team Play Throughout the Nation

Scouting seeks to help boys grow into right-charactered citizenship—seeks to make boys loyal, strong, useful Americans. Not citizens of New York nor of New Orleans nor of Spokane, but citizens of the United States of America. Nationally, scouting is the summation of its local units. Its Federal Charter authorized a certain type of boy-manhood under the title scout. No executive has the right to accept a commission from the Boy Scouts of America and fall short of these national obligations. He has no right to tangentially diverge as long as he bears the Scout label. If he must run an entirely different and individual program not "gearing" nationally with others, then common honesty—the pure food and drug act—would demand that he change his label.

Team-play nationally, to give other boys the benefits of his experience and his ready cooperation in all forward efforts for American boyhood is a minimum prerequisite which the National Council and the American public have a perfect right to demand of every commissioned executive.

Registration: Team-Play With Whom?

If all members of this great scout team are to play together, if there is to be effective team play, it is evident that each must qualify as part of the movement and know what others have similarly qualified. This is brought about through the system of registration whereby every boy and man on the team is recorded, and his position designated. Indeed registration is formally filing credentials showing that one has met the requirements and is worthy to bear the name of "scout."

Of course what applies to the Scout Executive applies equally to the scoutmaster and to the scout. As long as they bear the name "Scout," they should play the game according to the standards fixed through

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Federal Charter and be **protected therein.** The necessity for care in avoiding counterfeiting and commercializing of Scouting is made clear by the fact that not a week passes but that some such sly effort is attempted. Then too, registration fixes exactly one's place and duty on "the team." Therefore it is important that every boy and every man, every troop and every local council register, and register promptly, whenever registration becomes due. Otherwise the whole team is slowed up and endangered.

And being a team, there are coaches and captains who must know the points of strength and weakness in the different players in order to strengthen them in their weak points, and in order to weld all together into the most efficient team. And so they must have the facts, as each player must also have the facts about himself, to know himself. Therefore, it is that registration involves not a mere listing of names, but an honest studying out and frank presentation of the facts about each one's play. And so it is that facts in some detail, are needed on the troop's registration, and yet more detailed facts on the council's registration so that results may be measured. And all facts called for should be scrupulously given. Only thus can the player really know and help himself, or the coaches know and help the player and the team, or the public recognize and approve the fact that the Boy Scouts of America are meeting the conditions and standards which Federal Charter entails.

The Scout Commissioner

What should be the relations between the Scout Commissioner, the ranking volunteer leader and the Scout Executive, the ranking professional leader? Team-play! Not littleness or self-preferment but team-play! Probably more trouble results from haziness as to their real functions than any other one cause other than personal antipathies. In that council where every member is charted for a specific task responsible to this committee and so on—there will be minimal overlapping and friction. Furthermore if the spirit of team-play locally and nationally

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is the vogue, and if the thoughts of all are centered on service to and welfare of boyhood, instead of "where do 'I' sit" there will be little trouble. The remarks of Chief Scout Executive James E. West (at the First National Conference) bearing on the problem of Commissioner and Executive are suggestive:

"It is most fitting that the ranking uniformed officer in formations of Court of Honor work should be a volunteer leader. In other words, we have found from experience that there is great strength in having the Scoutmasters given the leadership of a man who himself is a volunteer worker, who is a part of the community, not necessarily an expert in scouting, but if you can get a man who is an out-doors man and an expert in scouting who is also a man of clean character and of good personal habits, a man whose very life and habit is an inspiration to boyhood, why you greatly strengthen your corps of volunteer leaders by having such a type of man as your Scout Commissioner; and in accordance with his equipment, his experience, his ability and time at his disposal, it is your privilege, as a general in the background, to make use of that man, capitalize him, not only for the glorification of a volunteer worker, not only for the inspiration of the boyhood enrolled in scouting in your community, but in proportion to that ability as a leader to get practical service out of him.

"We have in our own literature set forth a minimum of what we think a Scout Commissioner should do, and definitely advised that in every community, according to the leadership, that there be made a matter of record a definite statement of the responsibility of the Scout Executive and the Scout Commissioner; and where that has been done there has been very little difficulty; but where you have been vague about it and hazy, you have been treading on other's toes; and the practical advice which I give you is this, that you make sure, when you are engaged, that there is a definite understanding as to what you are going to ask of the Scout Commissioner, and what is going to be expected of you. I would strongly advise that you would start in with a minimum of responsibilities, let him head the Court of Honor work, if you please, and be the ranking officer in public appearances, and let him visit troops as inspection officer under your leadership. Then if you find you can add to that, why have it done upon your invitation and by definite understanding. Does anybody take exception to that?" (No response)

MR. TRASK: "Absolutely seconding what you have said, and in addition to the duties you laid down, we found that our Commissioner, who was a big man in the com-

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munity, made a mighty fine head for our Scout Leaders' Association. He is a volunteer worker among volunteer men."

MR. WEST: "As Executives we move around from place to place. If we have as Scout Commissioner a man like they have in Buffalo for example and I take great pleasure in referring to this, we would be lucky. Mr. Rich ten years ago started in. His five boys have been scouts. He is a leader in church work, a man of fine family, a leader in public affairs, and has, because of the wisdom of the local Council there, been placed in a position where he is the genius of the Scout Executive, giving a tremendous amount of personal service which could not have been paid for. And so I might refer to men in other cities."

Local and National Headquarters

What is the **Boy Scouts of America?** Is it a local office or a national office? Is it a local council or a national council? It is neither and it is both! Neither, in that it is a **Movement,** a working ideal of boy service.

The real Boy Scouts of America is the army of boys and the army of men who serve and lead them through Companionship.

National and local offices and councils are alike then—as parts of a great, living, breathing, nation-wide organism of service. Both exist for the same purpose—**service.** One is a central office—just as the National Council—representative body—is the central legislative body. The only excuse for the existence of offices is that they may serve boys and the leaders of boys. The functions of local Headquarters are discussed in Chapter X. National Headquarters, the office of the National Council exists to serve local scout work.

It is therefore appropriate to remind ourselves of the uses **to which we may put** the **National Staff Departments.**

There is one blanket use, however, which covers all:

WHENEVER THE LOCAL MAN WANTS ADVICE OR SUGGESTION OR HELP IN HIS PROBLEMS—CALL ON THE NATIONAL MEN:

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Classes of Certain Local Needs	National Service Departments	Regular Service
Training and Methods Conferences	Department of Education	Training Courses, Research in Methods, Pooling of Experience, Courses of Reading
Extension and Organization	Field Department	The Scout Executive Charters Local Organization Campaigns
Camping Problems	Camping Department	Standards Objectives Equipment, Inspection
Literature needed to help Local Work	Department of Publications Library Dept. Editorial Dept.	For Boys and Scout-Leaders Handbooks, Diaries, etc. Scouting Boys' Life Pamphlets Book Lists, etc
Scout Supplies	Supply Department	Equipment for scout & leader Books, etc. purchased for field
Registration and "Standards"	Troop Service Bureau	Commissions Leadership maintaining permanent records for movement
Tests Merit Badges Awards	National Court of Honor	Standards Merit Badges Bravery Awards Life, Star & Eagle Scout Badges.
Special Problems or needs	Call on most nearly related Department	Special Services

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ROUTINE PROCEDURE

In considering local and national relationships, routine procedure deserves as thorough study and understanding as any other one factor for the successful operation of the program of the Boy Scouts of America. Where there is complete understanding and faithfulness in observation of regulations incident to routine procedure, there is a maximum of efficiency and worth while results.

Too often indifference and impatience are shown with reference to requirements which have been found by experience to be essential in order to bring about desired results. The uninformed will characterize such requirements as "red tape" and without serious thought create a critical attitude of mind on the part of his associates which brings a needless handicap to the success of the Boy Scout Program.

The Boy Scouts of America is fortunate in that it has been able to have the co-operation of all the various national organizations engaged in social and educational effort, as well as some of the most effective business concerns of the country in the development of its routine procedure. Based upon its experience at the time the Federal Charter was secured, rules and regulations were set up with clearness and an unusual degree of definiteness in its Constitution and By-Laws. Each provision affecting routine procedure is based upon some actual necessity for the good of the organization and the accomplishment of its objectives.

As the Chief Scout Executive has repeatedly stated, "the primary responsibility of the National Council of the Boy Scouts of America in making the Scouting Program available to the boys of America, has been:

First: To create and maintain conditions so that boys actually, intensely desire to be Scouts;

Second: To create and maintain conditions so that men with proper educational and character qualifications are willing to give service as volunteer workers."

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Every requirement and every step in the routine procedure of the Boy Scouts of America must have a practical and worthwhile relationship to these two fundamental responsibilities of the National Council. How long would boys desire to be Scouts if it was not a privilege to wear the uniform and if there were not through a system of registration methods of determining actually who has the right to wear a uniform? Again, how much pride would a boy take in wearing the various pins denoting achievement if there was not an adequate organization and machinery for insuring that badges when awarded actually represent achievement and so reference might be made to each and all of the present regulations and different steps in routine procedure definitely related to maintaining conditions so that boys actually, intensely desire to be Scouts? In like manner, how would he be able to enlist men of intelligence and character to give volunteer service unless through organization methods there is made available the leadership and machinery with which to secure worthwhile results and in a relatively satisfactory manner measure such results? The records show that in proportion to ability of the National Council and local council to develop and maintain training courses, are we able to enlist and hold the interest of men simply because they find that by giving their time they are doing something worthwhile.

Whenever there is doubt in the mind of a Scout worker as to the real necessity or merit of any step in routine procedure in carrying out the program of Scouting, an attempt should be made to analyze the question from the foregoing point of view. It may be taken for granted that before the regulation covering the subject was prescribed, it was believed, in the opinion of those responsible, to be essential and worthwhile in securing best results through the program of Scouting.

The National Office cordially invites and welcomes constructive criticism to the end that the essential needs might be met with a minimum of routine procedure. Many improvements have been made, espe-

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cially during recent years, and in proportion to the co-operation secured from the field, further improvement and simplification may be expected.

JAMES E. WEST.

RELATIONS WITH NATIONAL OFFICE

The routine contact of the local Scout Executive with National Headquarters occurs promptly on the beginning of his work and it is necessary that he acquire an accurate and intimate understanding of the requirements of the necessary procedure, as it is fundamental to the organization of his daily office routine and his system of records and accounts which are treated in Chapter X.

These routine procedures have to do with—

(1) Registration.
(2) Merit Badges.
(3) Supplies.

REGISTRATION

By-Laws, Art. XIII, Section 1. (See page 556)

Registration pertains to the foundations of the movement, as it has to do with the boy membership on the one hand and the determination of the adult personnel on the other, and the accuracy and promptness of execution of the procedure are related very closely to the maintenance of high morale in all ranks.

All registrations of troops under first-class council pass through the Council office and the National office deals only with the Executive.

Registration procedure involves the use of the following forms by 1st Class Councils—

690—Registration of New Troop.

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691—Registration of Old Troop.
692—Information Sheet.
696—Transmittal Blank.
694—Scoutmaster's Application.
695—Assistant Scoutmaster's Application.
515—Additional Enrollment.
502—Transfer.
710—Report of Certificates issued to Scouts.
. . .—Blank Certificates for Scouts.
. . .—Notice of, and report on, troop expirations and re-registrations.

These forms properly filled out and executed are the evidence of co-operation on the part of the institution behind the troop, the troop committee, the Scoutmaster, the Council Committee on Troop Organization and the Scout Executive. Real co-operation here ensures the laying of sound foundations and makes for permanency and efficiency in the organization of Troops and low mortality of Scoutmasters and Scouts.

This co-operation should never be permitted to become merely formal routine, the extreme of which is the entire filling in of the form by the Scoutmaster for the institution and the Troop Committee and the substitution by the Scout Executive of the rubber stamp for action of the Troop Organization Committee.

Every item on the form is important either for the local or the national office and in most cases for both. Therefore not one should be slighted or omitted. Names of officers should **always be original signatures.** No name should be signed unless the man has read and actually given assent to the obligations stated and implied.

REGISTRATION OF TROOPS

The Information Sheet (692) gives a summary of the points to be observed in filling out forms 690 and 691. This information is elaborated in the pamphlets

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"How to Organize a Troop" and "The Troop Committee."

The forms (690 and 691) having been fully and properly executed, the following procedure must then be followed:

1. Fill in, sign and issue Scout Certificates to Scoutmaster, for boys who have passed Tenderfoot Tests.
   These are furnished free to Local Councils.
2. Once a week prepare "Report of Certificates Issued to Scouts" (form 710) and transmit same to National Headquarters, together with the original copy of each application received that week and the fees for each registration. Form 502 for each Scout transferred from one troop to another should be included.
3. On receipt from National Headquarters of leaders' certificates and troop charters, issue same to troops.

Leaders' certificates are issued only by the National Office and no troop nor candidate for commission is registered and in good standing until such certificates have been received by the Scoutmaster.

No applicant should be permitted to wear the uniform or any insignia until he has received his certificate, as **it too frequently happens that a commission has to be withheld because of confidential information on file at the National Office.** It should be emphasized at this point that it is incumbent on every Scout official to keep the National Office informed concerning any man whose serious unfitness for leadership of boys should prevent him being commissioned by the Boy Scouts of America.

SCOUTMASTERS AND ASSISTANT SCOUTMASTERS (Forms 694 and 695)

When after a troop has been registered it becomes necessary to change the Scoutmaster or to register an

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additional Assistant Scoutmaster form 694 or 695 is to be used as required. Careful execution of these forms showing the action of the Troop Committee and of the Troop Organization Committee is imperative.

These forms should be listed and forwarded with the weekly "Report of Certificates Issued to Scouts."

ADDITIONAL SCOUTS

When it is desired to add more boys to a troop after it has been registered the "Additional Enrollment Blank," form 515, must be used.

As the expiration of all scout registrations is the same as that of the troop, which is twelve months from the last day of the month in which the local council approved the troop application, the fees for boys joining after the troop is registered are proportionate to the time remaining—50 cents for 10 to 12 months, 40 cents—7 to 9 months, 30 cents—4 to 6 months, 20 cents—less than four months. "Additional Enrollment" blanks should be listed on and sent in with the "Report of Certificates Issued to Scouts" —form 710.

TRANSFERS

Form 502, fully executed, should always be required signed by both Scoutmasters. When the expiration date of the discharging troop is earlier than that of the receiving troop, the proportionate fee for the difference must be remitted.

RE-REGISTRATION

Each month the National office issues to each Council a list of troops due to re-register the following month, together with a list of those then due or overdue and asks for a report on their status. Good local council practice dictates that the Scout Executive should have already notified such troops and have machinery in operation to secure re-registration before the expiration date is reached.

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Troops failing to register by the last day of the month due, become automatically "lapsed" and ineligible to purchase or wear official goods or insignia or participate in Scout competition. Such troops are continued on the records as "active" troops unless notified to the contrary, but they are "dropped" at the end of six months unless there is positive information of their local activity and purpose to re-register.

The re-registration of "lapsed" troops is made continuous with the previous registration unless it is otherwise desired. If the "re-registration" is not made continuous a break is made in the time credited to scouts and troops for veteran rank, which causes confusion and dissatisfaction.

The fee for re-registration is always 50 cents per scout, irrespective of the date when it is made.

SCOUT CERTIFICATES

Blank Scout Certificates are shipped to local councils as reports indicate they are needed. An effort is made to keep the supply on hand up to 10% of the Council's annual requirements. Prompt return of the "receipt" to the National Office should be made.

VETERAN REGISTRATIONS

Scouts and Scout officials—including Council Members and Troop Committeemen—are eligible to join the Veteran Scout Association. (See Chapter XIX.)

The form for Registering Five and Ten-Year Veterans is No. 598. This requires the endorsement of the Scoutmaster in case the applicant is a Scout and of the Scout Executive.

MERIT BADGES

The Merit Badge is the evidence of the Scouts' continuing activity and service, increase in preparedness and closer approach to efficient citizenship. Therefore the standard of its achievement must be kept at a high level in order that the respect for it by Scout and Scout Leader may be maintained and

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heightened. A most important factor in effecting this objective is the procedure of awarding the badge and particularly that relating to the high rank of Eagle. (See Chapter IX.)

As in Registration, so here, promptness of service by the local and national offices and careful attention to a simple procedure is vital.

The forms involved in Merit Badge procedure are—

Form 507—Scout Application for Merit Badge.
698—Application for Life, Star and Eagle.
699—Order for Merit Badges.
700-689—Report of Court of Honor.
700A—Procedure for 1st Class Councils.
717—Range Officers' Application.

PROCEDURE

Local procedure requires the Scout application (form 507 or 698) approved by the Scoutmaster, examination by Expert Examiner (Marksmanship Examiners must be Range Officers approved by the National Rifle Association, Form 717) and personal appearance of the Scout before a Court of Honor with not less than three members of the Court present.

The application blanks for all badges except the Eagle are retained in the local office. **Eagle applications must be sent to the National Office.**

The Court of Honor Report—form 700-689—signed by the Chairman of the Court of Honor and the Scout Executive and giving date of session of Court, names of members of court present, names of Scouts and Badge Tests passed and the number of scouts passing each test, is forwarded to the National Office accompanied by any Eagle applications—form 698, that may have been approved.

The filling of "Order for Merit Badges"—form 699, is conditioned upon the periodical receipt of the "Report of the Court of Honor," after the council has received the "initial" stock of badges ordered by it

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Orders may be sent at any time but it is common practice to send an order with a "Report" and to replenish the "stock" by replacing the badges just issued.

A council may carry in "stock" any merit badge or certificate including Life and Star, but not Eagle Badges. The nature of the Eagle is such that its issue is retained at the National Office because this is believed to enhance its value in the mind of the Scout and to increase the prestige of its possession.

Council practice varies in the purchase of Merit Badges. Some councils purchase and give every badge won; others require the scout to pay for each badge.

SUPPLIES

Official Scout goods and insignia worn by boy or man are the evidences to the public of relation to the Scout Movement, therefore, it is most important that the procedure relating to the securing and wearing of such supplies shall be such as will be full protection against being illegally secured.

The handling of all **Pins** and **Insignia** is restricted strictly to the Scout Executive or some other official duly authorized by formal act of the Local Council Executive Committee. These articles may not be sold to Scoutmasters or other officials until the commissions for such officers have been received by them.

Orders for any goods **except Pins and Badges** may be sent to the National office by any registered Scout or Scout Official and will be honored if name is found properly entered on national records.

Any goods carried by Official Outfitters may be purchased by a registered Scout or Scout Official provided he presents his Scout Certificate unexpired.

Scoutmasters and other Scout Officials not under the jurisdiction of a Local Council may buy Pins and Badges **other than Merit Badges,** from a local council office provided they present their unexpired certificates as authority.

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DEPARTMENT OF PUBLICATIONS

GENERAL AIMS

By publishing appropriate literature to assist—

The boy to be a better scout and to work toward a happy, healthy and serviceable manhood.

The Scoutmaster, and all workers among boys to understand boy life better and to help boys to help themselves to manhood, "physically strong, mentally awake and morally straight."

LOCAL NEEDS SUPPLIED

Publication of the Handbook for Boys, The Handbook for Scoutmasters, and Community Boy Leadership, being the standard textbooks on Scouting, are designed respectively for scouts, scout leaders and scout officials.

Publication of the Scout Diary, Seascout Manual, Merit Badge Pamphlets, Tenderfoot, Second and First Class Helps, and scores of other books and pamphlets serviceable to scouts, scout leaders and all persons interested in the movement.

Publication of the three official magazines, BOYS' LIFE, the magazine for boys, issued monthly; SCOUTING, the monthly bulletin, especially designed to meet the needs and interests of scoutmasters and assistants; The SCOUT EXECUTIVE, the clearing house of information and interests of scout officials, issued monthly, edited by the Field Department.

Co-operation in publication of BOY SCOUT YEAR BOOK, edited by Chief Librarian, F. K. Mathiews, made up of matter and illustrations taken from BOYS' LIFE, published by D. Appleton & Company.

Co-operation in publication of BOY SCOUT SONG BOOK, published for the Boy Scouts of America, by C. C. Birchard & Co.

Co-operation in publication of ROOSEVELT

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CALENDAR for Boy Scouts issued by F. W. Hall & Co.

1921 RECORD

Boys' Life circulation, 1,094,500 for the year.

Scouting circulation, 564,658 for the year.

Scout Executive circulation, 31,200 for the year.

Two editions of Handbook for Boys printed, 100,000 each.

Second edition of Handbook for Scoutmasters, printed, 20,000 copies. New imprint forthcoming.

Community Boy Leadership, limited edition of 2,000 copies printed. New imprint forthcoming at reduced sale price.

Merit Badge Pamphlets, 400,000 printed in all. Project under way to publish these pamphlets grouped in a series of six volumes.

CAMPING DEPARTMENT

GENERAL AIMS

To establish and maintain regulations and standards for the conduct of camps.

To furnish technical literature on camping problems.

To make every scout a true camper and through supervision make sure that the right sort of camps are provided.

LOCAL NEEDS SUPPLIED

Advice on—

Selection of camp sites and equipment.

Camp sanitation, inspections and health regulations.

Problems of camp discipline, activities, management, finance, etc.

Camp menus and provision lists.

Legal responsibility.

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Building plans and estimates.
Recreation and training programs.
Camp emblems and awards.
Camp library and camp leaders' reading list.
Compilation of camp statistics.
Personnels, list of available camp directors, assistants and special instructors.

OTHER SPECIAL SERVICE

Direct correspondence with all councils and lone troops.

Articles pertaining to camp problems for *Scout Executive, Boys' Life* and *Scouting.*

Training Courses for Camp Directors and Scoutmasters conducting troop camps.

Counsel and assistance to local camp committees and directors.

Camp inspection and organization.

Participation in Scout Executives and Regional Conferences.

Camp photographs for illustrating and publicity.

NATIONAL COURT OF HONOR

GENERAL AIMS

To render the maximum service to local Courts of Honor and examining committees in securing for scouts, fair, suitable and worthy standards of achievement, with due public recognition of such achievement.

To make sure that adequate and honorable recognition is accorded to scouts who risk their lives in the service of others.

To act in all things in absolute fairness and impartiality, having the highest possible standard of Scouting as the ideal.

LOCAL NEEDS SUPPLIED

Rulings on honor medals.

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Passing on applications for honor medals.

Advice to Local Courts of Honor in organization and procedure.

Counsel on local interpretation of National Standards.

OTHER SPECIAL SERVICE

Final Court of Appeal in questions of discipline.

Expert advice on Scouting technicalities when such is requested.

Tabulation of honor cases and making the same public from time to time.

Consideration of special awards requested locally.

DEPARTMENT OF EDUCATION

GENERAL AIMS

To serve the whole field in every way within its power.

To be on the lookout for new educational contributions in local communities and to make these available to the field in the service of better Scouting.

To facilitate co-operation with schools and churches throughout the country.

To assist scout leaders to train themselves in leadership and Scouting.

LOCAL NEEDS SUPPLIED

Assistance in planning and developing training courses for scout leaders.

Local conferences of scout leaders for inspiration and instruction.

Assistance in planning for educational campaigns.

Contact with churches and schools and provision of specialized literature along the lines of church and school co-operation.

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Educational Publicity.

Vocational advice for older scouts and assistance in patrol leader training.

Assistance on general educational problems.

OTHER SPECIAL SERVICE

Co-operation with colleges and universities in:

1. Establishing scout leadership courses.
2. Working out local problems in relation to college student bodies and faculties.
3. Promoting the organization of Scout Clubs for young men who have been scouts with view to keeping them interested in the movement and available for leadership.

Making available correspondence courses for scout leaders.

Presentation of movement to National conventions, of various organizations.

Developing relationships with such National organizations in the local community.

Participation in all editorial work of the movement.

Interchange of idea on training, educational publicity and organization relationships.

Advice on local conferences and scoutmaster's organizations.

SUPPLY DEPARTMENT

GENERAL AIMS

To serve the entire field with the maximum possible degree of promptness, efficiency and courtesy.

To guard zealously the rules and regulations of the organization in regard to the wearing and issuing of scout insignia, uniform and equipment, in accordance with the organization and protection of Congress.

LOCAL NEEDS SUPPLIED

Providing the scout uniform and other equipment

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at the lowest possible cost consistent with quality and durability.

Seeking at all times to add to available scout equipment such articles as will increase the effectiveness of the scout program and be of value to boys.

FIELD DEPARTMENT

GENERAL AIMS

1. The extension of the Scout Movement so that all eligible boys throughout the country shall have an opportunity to become Scouts.

2. Helpful co-operation with Local Councils in the intensive development of the Scout Program locally, in accordance with the highest standards and methods of demonstrated efficiency.

LOCAL NEEDS SUPPLIED

1. Assists in organizing local councils and securing funds for financing same.

2. Assists in the securing of local Scout Executives.

3. Serves as a clearing house for the interchange of experience and ideas, through the medium of a monthly publication called *"The Scout Executive."*

4. Visits local councils for purposes of conferences, service and inspection.

5. Through the analysis of annual reports, assists local councils in measuring the results of their work.

REGIONAL SERVICE

1. Maintains a corps of Regional Executives who are carrying out a plan, based upon a survey of the respective regions, for bringing local council supervision to all communities in the country.

2. These regional Executives are available for conferences with local council officials and for advice in connection with local problems of organization and administration.

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3. The Regional Executives, in co-operation with the Department of Education, assist in the promotion of National and Regional training conferences for Scout Executives.

LIBRARY DEPARTMENT

GENERAL AIMS

To emphasize and make significant, educationally, recreational reading needs of boys in their early teens.

To the limit of its time and ability, to give assistance to the promotion of wholesome, interesting, clean reading for scouts and all boys of scout age.

To check, so far as lies within its power, the flood of vicious and unwholesome reading matter which pervades the country.

To develop helpful contacts with authors and publishers.

LOCAL NEEDS SUPPLIED

Up-to-date book lists available for scouts and scout leaders.

Information as to scout films available, where they may be secured, and under what conditions.

Interesting local libraries in providing boys generally with the right sort of fiction and informational literature.

Interesting local libraries in serving scouts, especially in providing books, of aid in passing Merit Badge subjects.

Seeing that scout leaders know what is available by way of Scouting literature and other literature which will be helpful to them in working with boys.

OTHER SPECIAL SERVICE

Co-operating with all campaigns for better books for young people, particularly in the promotion of the annual "Children's Book Week."

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Occasional addresses and lectures on the reading program. The What and Why and How of it.

Correspondence with scout leaders and others who are interested in the vital matter of providing suitable reading matter for young people generally and especially for scouts and scout leaders.

BADGES, AWARDS AND SCOUT REQUIREMENTS, COMMITTEE

GENERAL AIMS

To consider every suggestion received carefully and secure the very best for the boys of America in the way of program.

LOCAL NEEDS SUPPLIED

Registration of awards made. Answering requests for badges and certificates where not handled by council, information furnished as to records and requirements.

OTHER SPECIAL SERVICE

Consideration of new requirements suggested, consideration of new merit badge subjects, consideration of new badges.

1921 RECORD

116,836 merit badges awarded. Over 1,000 suggestions considered.

SEASCOUT DEPARTMENT

GENERAL AIMS

To organize Seascout units under every local council in the country.

To offer an additional solution of the older boy problem, extending Scouting seaward as well as landward.

To create a sentiment in favor of maritime activity among the youth of the country.

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LOCAL NEEDS SUPPLIED

New, attractive, progressive program for older boys, tending to keep them in Scouting.

Providing of Seascout literature.

Interesting men with sea-faring knowledge and experience. See especially the seascout manual, now in its fourth printing.

Assisting in organization of seascout training courses and the organization of new "ships."

Supervision of local work and advice.

OTHER SPECIAL SERVICE

Serving as a clearing house for all matters relating to water activities, such as swimming, life saving, etc.

Holding conferences with Scout Executives, etc., in the interests of promoting seascouting.

Presentation of Seascouting at Regional and Executives' Conferences.

Inspecting Seascout camps.

Securing boats and equipment from U. S. Navy for Seascout units.

TRAINING CAMP

For three successive summers a Seascout camp has been pitched on the grounds of the Tabor Academy, Marion, Mass. In connection with this camp an annual cruise is held along the shores of Sippican and Buzzard's Bay.

TROOP SERVICE BUREAU

GENERAL AIMS

To serve the whole field as effectively and expeditiously as possible.

To maintain standards and adherence to National Council regulations and policies through explanation

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and interpretation of same, rather than through exercise of authority.

So far as possible:

To handle all correspondence not requiring research, within 48 hours.

To issue all certificates within 24 hours of receipt of application.

In all cases:

To rectify promptly and fully any and all errors, excepting the local council's viewpoint when in doubt.

LOCAL NEEDS SUPPLIED

Issuing of Charters.

Issuing of certificates for boys and scout leaders.

Completion, checking or replacement of records.

Giving advice or information upon request, particularly in the case of troops not under council.

Help with troop problems for troops not under council.

Registrations, where not covered by Local Council.

Registration of Pioneer and Veteran Scouts.

Issuing of Life, Star and Eagle badges.

Issuing of Merit Badges and certificates to scouts in troops not under council.

OTHER SPECIAL SERVICE

Research to determine record of scout or scout leader.

Furnishing duplicate records when necessary.

Checking of registrations, expirations, transfers, etc.

THE PUBLICITY DEPARTMENT

GENERAL AIM

The general aim of all our publicity, both national, and local, should be:

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1. To interest new fields.
2. To strengthen present ones.
3. To put across the real message at the heart of Scouting.
4. To broadcast all possible information on Scouting to the general public.

Some of the main channels through which this work is accomplished are:

1. Newspapers—special Scouting sections, Associated Press, United Press Bureaus, News Syndicates, special news items, local rotogravure sections, magazine sections, and other pictures.
2. Magazines and miscellaneous periodicals—educational, religious and other class publications; motion picture periodicals, banking journals, automobile and other trade journals; official organs of auxiliaries such as Kiwanis magazine, the Rotarian, the Legion Weekly, etc.
3. Motion pictures. Placing news events of national interest in the big motion picture news releases. Other special use of special films that deal with Scouting.
4. Radio. Broadcasting messages from important stations all over the country.
5. Co-operating with the Educational Department in covering comventions and conferences of many kinds and giving due publicity to them when they are covered.
6. Exhibits and pictures.

SERVICE TO LOCAL FIELDS

There is no department where there is room for greater close co-operation between the National headquarters and local fields than in this one. This co-operation is bound to be reciprocal. In other words,

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in order to put out publicity in the above mentioned channels, a large proportion of the information must come from the local fields; then, when it comes to passing valuable information and aid back to the local fields, the Publicity Department should be able to give them the best that is gleaned from the whole country. This should be of great help to the local fields:

1. For organizing the work.
2. For financial campaigns.
3. For educational campaigns.
4. For putting through camping and other special projects.

There are many publicity projects that can be handled through National headquarters, with a thorough appreciation for local conditions, to great advantage economically, on account of having the benefit of technique, quantity and quality.

Special Service may be rendered in many of the ways suggested above.

EDITORIAL DEPARTMENT

General Aims

To furnish the field with authentic information regarding the movement, its program, its policies, requirements, and fixed standards.

To investigate, experiment and report on proposed policies and new requirements suggested by the growth and experience of the organization.

To co-operate with all the national headquarters' departments, including Boys' Life, Scouting and the Scout Executive, in making available to the field such technical and inspirational matter or scout news as will be of interest or value.

Local Needs Supplied

Keeping up-to-date by constant review the official handbooks and other technical and inspirational litera-

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ture made available by the Publications Department.

Editing the Boy Scout Diary annually.

Preparing under the supervision of the Chief Scout Executive new pamphlets and statements of policy as required from time to time.

Furnishing information as to programs, regulations and policies as requested from the field. Over 4,000 such inquiries were handled during 1921.

Editing all pamphlets and general literature.

Other Special Service

Translating foreign letters and other material.

Interpreting questions of policy and requirements under direction of Chief Scout Executive.

Supplying statements as to history, purpose and scope of the movement for Encyclopedias, etc.

Co-operation with Court of Honor.

Co-operation with Committee on Badges, Awards and Scout Requirements.

Providing Exhibits.

Miscellaneous co-operation with other departments and at request of Chief Scout Executive.

Responsibility for Scouting

Recognition of the fact that the Boy Scouts of America is not any central group but is made up of all those who in any capacity bear its name—carries with it a definite responsibility. Local and National Councils and their officers exist to make that responsibility articulate.

The Local Council and its officers, therefore, are responsible locally for the welfare, the good name, the success of Something of which they are but a part. They must therefore share in the responsibilities.

Weakness in program or procedure should be watched for and as a service to others communicated from local to National offices. False or commercial uses of the Scout name or emblems should be similarly a matter of local concern.

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The local group have a very definite duty further to conduct their scout business with credit to themselves and the movement—promptness in meeting debts, honest reliability, proper records, auditing, etc., are of deep concern to the far flung membership and name of the Movement. The Local Council's financial responsibility is that of a member of the firm drawing not only benefits but helping to make those benefits possible elsewhere and to more boys by contributing suggestions, methods, and money.

When the entire membership of the organization shall have come into a consciousness of the unity of interest; when it shall have thus standardized its conception of the main objectives and responsibilities and relationships—then indeed working in unison can great service be rendered and progress made in building a better nation.

"One for each and each for one" is a sound motto for the future.

THE REGIONAL SCOUT EXECUTIVE—HIS FUNCTION

The Regional or Field Scout Executive is assigned to a definite district and is responsible to his superior officer in the National Council's office. He has a Regional Executive committee of representative laymen to work with and through in carrying on the work of the Region. It is his responsibility to retain in the Field the councils and their Executives. He is the field agent, official representative or ambassador, of the National Council in his Region. His duties in the Region are such as may be defined by the National Council.

The work of the Regional Executive at the present is chiefly that of extension and supervision.

The following are some of the duties which the Regional Executive may be called upon to perform.

A. Supervision

1. Inspection of local councils and Executives' work to see that proper standards

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are maintained both as to Scout work and records.

2. Consultation with Executives individually and collectively.
3. Conference with councils and various council committees.
4. Answering all sorts of correspondence relative to policies and program.
5. Co-operation with National Council Education Department in promotion of conference and training programs for Executives.
6. Co-operation with all National Council departments as their work relates to his Region and with councils, officials, institutions and individuals in problems related in any way to National Scout work.
7. To be responsible for any Rallies, Field Days or other Scouting activities or problems of a Region, state or inter-council nature.
8. Re-organization. Financial and leadership problems.
9. Inspiration, encouragement.
10. Interpreting policies, explaining methods, outlining plans.
11. Investigation of applications for charter or renewal with definite recommendation.
12. Study problems of personnel and seek to so adjust Executives and Assistants that each man may find his proper place.

B. Extension

1. Advertising Scouting.
2. Surveying field as basis for intelligent work.
3. Securing the co-operation of other agencies.

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4. Organizing Scouting (Councils principally).
5. Recruiting new Executives and Volunteer leaders.

Inasmuch as the Regional Executive shall sustain a close relation to the Regional Committees the duties of these committees at least in part are herewith presented:

A. The Regional Committees are to assemble the representatives of the Local Councils in their Regions at least once, annually. Full and free opportunity should be given at these meetings for discussion by the delegates of the problems and program of Scouting.

B. The Regional Committee shall co-operate with the National Council in developing a plan for establishing and allocating the amount to be expended for field service. The Regional Committee shall have the power to make adjustments within the Region in the contributions allocated to local councils for field expense, provided the allocation to the Region as a whole is not reduced. The Regional Committee, through its Executive Committee, shall assist in the collection of the amounts asked from them.

C. The Regional Committee shall, through its chairman and executive committee, develop in counsel with the Regional Executive, the program to be followed in the Region, both in the matter of the intensive as well as the extensive development of the Region.

D. The Regional Executive Committee shall with the aid of the Regional Executive develop a plan for the complete occupation of the Region and each new council shall be organized in relation to the general plan. This plan shall be chartered and each member of the Executive Committee provided with a map of the plan for his study and as a matter of information.

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E. Each member of the Executive Committee shall be assigned a definite and circumscribed area in the Region which he will be requested to study and over which he shall have a special advisory relationship. He shall, in counsel with the Regional Executive, advise the Executive Committee of the status of Scouting in the Region and with reference to the needs and policies of the area under his general direction. He shall supervise in a general way the activities of local councils in the area assigned to him and bring to the attention of the Regional Chairman and of the Regional Executive the needs and requirements both for strengthening existing councils and for development of new territory.

F. The Regional Executive Committee shall determine the status of local council scout executives with reference to attendance upon the Regional Meetings. Scout Executives shall not be permitted membership on the Regional Committees. Under no circumstances shall an Executive be permitted to attend a meeting of the Regional Committee in lieu of a committeeman nor given voting power if invited to attend.

G. The Regional Executive Committee shall share in the selection of the Regional Executive. Under no circumstances will the National Council appoint a Regional Executive unless such selection is approved by the Regional Executive Committee.

H. When a new council is duly chartered by the National Council the National Council will commission the Regional Committee to officially present the charter to the local council on behalf of the National Council. This should be done with appropriate and dignified exercises.

I. The Chairman of the Regional Committee shall be a member of the National Field Committee. The Regional Executive Committee shall nominate a representative from the Region for membership on the National Camping Committee.

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They shall in like manner nominate a representative for membership on the National Committee of Education.

J. The Regional Committee shall take on such additional functions as may be assigned to them from time to time through the National Field Committee.

The Regional Executive shall be the Secretary of the Regional Executive Committee. He shall consult with the Chairman and members of the Executive Committee of the Region in the development of the policy of work for the Region and in as far as possible be guided by their advice. He shall, when practical, meet the chairman of the Regional Committee personally at least once each month for conference with regard to matters pending in the Region and with reference to developing further plans for the Region. He shall send to the chairman of the Regional Committee a weekly report of his activities and indicate one week in advance the places to be visited by him so that the chairman of the Region will be fully informed as to his work and movements.

A GROUP OF SCOUT LEADERS TRAINED IN CHICAGO'S SCOUT CAMP, OWASIPPE. Four Regional Executives are included.

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THE BEATITUDES OF GREAT EXPECTATION

"Blessed is that man who expects great things,
For he shall find them.

"Blessed is that man who dreams great dreams,
For he shall see them come to pass.

"Blessed is that man who hopes great hopes,
For he shall see them realized.

"Blessed is the man who expects to find honest people in the world,
For he shall find the world full of honesty.

"Blessed is that man who believes in humanity,
For he shall find humanity worthy of that faith.

"Blessed is that man who expects to find love in the world,
For it shall come to him on the way.

"Blessed is the man who expects to find Eternity,
For verily he shall find Eternity everywhere—in his own heart, in the hearts of his friends, in earth and beyond the earth.

"Blessed is that man who expects to find God and Good in the world,
For verily it is promised him that he shall find God at every turn of life, in every tree and shrub and stream and flower, in earth and sea and sky, in every task, in every hurt, in every need."

WM. L. STIDGER.

(From Northwestern Advocate, Dec. 13, 1916.)

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CHAPTER VIII

LOCAL FIELD WORK

General Nature of Organization

Constructively reaching boys is the business of Scouting. The executive has been recognized as chiefly and primarily a "man's man"—who should mobilize the community forces. The scoutmaster is primarily a "boy's man" who shall give the boys character building companionship, although in the newer concept of Scouting he is a "man's man" as well in getting needed adult helpers for his troop.

Field work is then the organized means through which the Executive comes in direct touch with the real business of his organization.

Indeed the entire organization exists to **enable** field work and the boy service it enhances, to be done and better done.

Field work being concerned directly with the Service to the Community's boys must therefore be adequately organized and staffed; it must function and be effective.

In general there are four outstanding organizational policies.

A) Shall the organization follow geographic lines in the districting of the division of labor with one man for an area?

B) Or shall it follow functional lines with a man doing one type of work in the various areas?

C) Shall this field service be rendered largely by a paid staff of full time or part-time men, or

D) Shall it be rendered largely by a volunteer staff?

Naturally all shades and grades of combinations of the above policies will be found either because of the social theory held by the council or because of temporary conditions of transition.

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There seems to be excellent theoretic and practice justification for setting forth a mean between (A) and (B):

A field man resident in each district and responsible for the general program **but** in addition thereto for him to have been selected as a specialist in some one field so that through training courses, literature, addresses, etc. the entire city may benefit from his possession of a specialized form of ability.

In the smaller communities (or larger for that matter) the first assistants selected as paid men will doubtless be those which either directly supplement the abilities of the Executive or relieve him of onerous duties.

The trend therefore is toward function rather than toward area alone in selecting paid helpers.

As regards volunteer and paid staffing, the history, policies, and aims of Scouting warrant the following:

The executive should never, on behalf of the Council, employ some one to perform worthwhile tasks for which he can secure equally able and dependable volunteer help. Clerical and routine tasks of that general class should as far as possible be lifted from the volunteer and **done for him.**

It is only fair to recognize that both large and small communities will vary widely in the available supply of volunteer leadership.

Careful study of the social theory of community life and of the actual folk therein quite inevitably forces one to the view that **communities have within them the needed elements of man-power which under training, can effect leadership in meeting the community social needs.**

The principle back of this is so important that the Executive should not too hastily run counter to it—

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namely **The Task of Real Social Work is to help folk to help themselves.**

Some of our men in the early days of the movement made the mistake of copying the methods of boy workers where the paid worker actually did all of the work with the boys.

The boys belong to the community as well as to the nation. The community should therefore be helped to maximally serve its own boys.

The community is permanent—the Executive like all individuals, is transient.

What is to be Done

There are two groups of field tasks—A) one, inherent in the nature of the Scout Program—B) one, dependent on the objectives the council is seeking to reach for that particular year.

A) **Field Work Scouting demands.**

This, in general, may be put under two divisions which can never safely be divorced in practice.

I) **Service** and II) **Extension** or as, G. W. Ehler, former executive of Allegheny Council, has ably phrased it,

"Better Scouts" and **"More Scouts."**

Service

The service aspect of Field Work contemplates **improving** the quality of what the boy gets, as well as **helping** the man get it done. The key to such service lies through contact, through

(1) **Visitation.** Every troop should be periodically visited (or inspected) by the executive or the Commissioner or their deputies or assistants. The findings of such visitations should be formally reported to the Local Headquarters so that remedial measures, if needed, may be taken.

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TROOP INSPECTION

Troop ..... Date..... 19.....

	Check
Active Scoutmaster	
Active Assistant Scoutmasters	
Active Scribe	
Standard Troop Committee	
Patrol Organization (Active)	
Regular Officers Meeting, including patrol leaders	
Reports to headquarters on time	
Records kept properly	
Regular weekly meetings or hikes	
Regular hikes once per month	
Attendance at meetings	
Scouts in troop promoted to higher rank	
Inspection	
Standard Meeting Program	
System of Accounts	
Standard Investure	
Open and Close Meetings on time	
Troops participating in Activities requested by Counties Scout Executive	
Mobilization System and 1 drill every 3 months	
Headquarters notified changes promptly	
American Flag properly mounted and in good condition	
Troop Flag	
Total	
Total list Inspection	

For detailed information consult special inspection folder.

Troop .....

District .....

LEFAX FILING SIDE

TROOP INSPECTION

Date..... 19.....

Inspector .....

No. Scouts Enrolled..... No. Present.....

Meeting Place .....

Night..... Time.....

Remarks:.....

Scoutmaster's Telephone—Home.....

" —Business.....

Change of Address.....

DELAWARE AND MONTGOMERY COUNTIES COUNCIL
BOYS SCOUTS OF AMERICA

Through the friendly and helpful contacts which visitation should create and foster, many collateral results arise:

a) **Morale**—With a volunteer leadership, even more than with others, the spirit generated by kindly, considerate, appreciative, helpful human contacts is **absolutely essential to** getting results.

b) **Standards**—Elaborate statements may have been typed and printed and mailed to each man, but the personal meeting and discussion makes meanings clear and can provide suggestion and help toward **better scouts.**

c) **Training**—While training courses and "Scoutmaster troops," and training material by correspondence reach a large percentage of the

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leaders yet some men can be only, and some best reached by personal contact. Training can be unconsciously effected through the experience of others—and the man can be encouraged to learn directly from others by visiting other troops. Variety in the program and things to do from the crucial first candidate and Tenderfoot entrance—such help can be effectively rendered through personal contact.

d) **Supervision** should of course be **given** but it should be **received** as well, it must be of the unconscious, "painless" type — helping through the training suggestions above, allowing these in many cases to adroitly emerge in conversation. The question and answer method when a man is **there** are often the most effective ways of uncovering and meeting troop problems.

e) **Records and Reports** of conditions, losses, advancement, etc. can be secured at first hand with a minimum of "reporting bookkeeping" and "statistical letter-writing" on the part of the scoutmaster. Thus too a significant statistical check upon the pulse of the troop may be taken **without** waiting for the end of the year, which for some problems is **too late.**

f) **Progress** of the scouts into the scout program may be effectively encouraged and stimulated through the contacts indicated above. Rallies and contests and competitions contribute heavily to progress also.

(2) **Creation of Board of Instructors and Examiners** is a service which makes available to the boys as needed and desired, technical instruction, with subsequent testing toward the awarding approval of the Court of Honor.

(3) **Community Service** is vitally a reciprocal relationship. To enlist a troop to cooperate in a piece of real service to the community is real service **to the troop.**

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Extension.
Troop organization problems—as turned over by the Field Executives.
Perfecting various units of organization and their functioning, e. g. The Troop Committee
The Veteran Scout Corps.
Registration and Personnel card records.

Activities & Camping Department —1 Director
1 chief of speakers bureau (part time)
Corps of Camp Masters (part time)

City wide activities.
Civic service.
Speakers bureau.
The general camping program in supervision of summer and year round camps.

Training and Home Department —1 Director
Training and instruction courses.
Scouts and leaders.
Examinations,
First class reviews.
Merit Badge.
Publication and Publicity.
Employment bureau.

Business Department —1 Director and Clerical staff.
Accounting.
Filing and Stenography.
Sales.
Duplicating and Addressing.
General records.

Field Department —10 Field Executives, Assistant Field Executives (all part time)
Visitation of troops.
Adjustment of simple troop problems.
Bringing help to volunteer leaders through experts.
Extension.
District activities.
District Committees.
Local Examination Work.

Seascout Department —1 Portmaster (part time)
Organization and extension work.
Activities—particularly the operations of the Seascout Base.
Training—Scouts and leaders.

In the new period it is hoped that we shall be able to employ two Assistant Field Executives in each of the ten Districts, a full time Portmaster, one or more assistant directors in the Organization Department to specialize in extension work in the field.

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DELAWARE AND MONTGOMERY COUNTIES, PA.—Exec. E. A. Carlson

Organization

The territory of Delaware and Montgomery Counties is divided into nine districts. These districts are not based on any geographical boundaries but are divided according to the means of trolley and railroad communications between towns. In other words, the towns near to or on any one railroad line would be in one district, thereby enabling them the easier to get together. Of necessity we were compelled to do this because of the great distance between troops and we have found it to work very successfully.

In each district we have what is known as a District Committee composed of members of the Troop Committee from various troops in that district. The District Committee is then divided into sub committees such as Organization, Investiture, Court of Honor, etc.

In each district we have a part-time Field Executive who is in charge of his district and is paid a salary for devoting a certain number of evenings to the work of inspecting the troops in his district. His duties are as follows:

Inspect each troop once every three months.
Send in inspection report immediately after inspection.
Court of Honor.
Meet every three months.
Set date of meeting in advance for season.
Act as secretary of same.
See that troops and members of Court of Honor are notified well in advance.
Organize troops.
Secure re-registrations.
Appoint a volunteer assistant to help in this.
Fix cases in need of adjusting.
Conduct district activities.
Publicity in local papers.
Give report of work done first Monday each month.

In addition to this we have divided our territory into an Upper and Lower section with an Assistant Executive in charge of each of these. These men are responsible for following up the Field Executives in their work. Their duties:

Conduct first class investiture ceremony.
Secure survey of towns and institutions in towns.
Help secure scoutmasters for troops without leadership.
Organize troops. Speak at meetings.
Conduct contests. Visit troops.
Secure close co-operation between troop and troop Committeemen.
Conduct Educational work.
Any other work assigned by Executive.

Instead of making Scoutmasters come to us, we have been going to them spending most of our time in the field.

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TROOP INSPECTION

DELAWARE AND MONTGOMERY COUNTIES' COUNCIL

BOY SCOUTS OF AMERICA

704 Real Estate Trust Bldg., Philadelphia, Pa.

Troop Inspection 1
Del. & Mont. Co.
Boy Scouts
LEFAX FILING SYSTEM

Detailed Information to Scoutmasters.

Awards

A certificate of efficiency will be given each Troop inspected showing rating and standing in the Counties of 65 to 84%.

Each troop receiving 85% or over in the troop inspection will be known as the Honor Troop and awarded a diploma.

Scoutmasters will not be notified when inspector will visit Troop. It is therefore wise to have all records, etc., up to date at all times. If a meeting is to be postponed or changed, Scoutmaster should notify Scout Executive Edward A. Carlson, 704 Real Estate Trust Building, Philadelphia (Telephone Walnut 2356), in ample time to prevent inspector calling that evening.

If inspector does call and finds no meeting, Troop will receive a Zero. You can expect an inspector anytime as follows:

Fall Inspection.....Oct. 1 to Dec. 25th.
Winter Inspection.....Jan. to March 30.
Spring Inspection.....April 1 to June 15.

2 Points—Active Scoutmaster

If Scoutmaster personally supervises and attends all regular meetings of Troop,2 points. If Troop is without Scoutmaster, no credit given until one is secured by Troop Committee or Scouts.

4 Points—Active Assistant Scoutmasters

Every Troop of 32 or less, 1 Assistant; over 32, 2 or more Assistants.

If Troop has an assistant Scoutmaster who attends all regular meetings and assists the Scoutmaster in the supervision of the Troop 4 points.

1 Point—Active Scribe

If Scribe keeps time of opening and closing of meetings, roll, and assists with records, 1 point, otherwise no credit given.

2 Points—Standard Troop Committee

Troop Committee must hold meetings once every three months and one member of the Troop Committee must visit Troop at least once a month in addition to performing the duties as prescribed by National Headquarters.

2 Points—Patrol Organization (Active)

Points will be awarded in proportion to the extent to which the boys themselves are given responsibility. Particularly the Patrol Leaders. This is the Scoutmaster's greatest opportunity to develop initiative and leadership among his boys.

Troop Inspection 2
Del. & Mont. Co.
Boy Scouts
LEFAX FILING SYSTEM

A Scout passing any 5 Second Class or Fifth Class tests or any one Merit Badge will be considered as having been promoted.

Records for previous inspection period.

Personal Inspection

1 Point for 60 to 75%
2 Points for 76 to 89%
6 Points for 90 to 99%
10 Points for 100%

The Troop in the inspection will line up and stand at attention while being inspected.

Attendance—Each boy absent that evening will count one point off.

Conduct—General behavior during inspection ("At attention").

Salute—Give proper salute.

Personal Cleanliness—Inspection of hands, face, teeth, ears, hair combed.

Insignia—Medals, badges, and insignia worn in proper place and only those which are permitted (see Manual) and local awards.

Uniform—Neatness, pockets buttoned, shoes clean, all buttons on coat, tie on. Scout not owning uniform will be marked upon appearance of civilian clothes. Scout owning uniform and not wearing same that evening, 5 points off. Scout coat or short necessary. Commissioned officers only permitted to wear leather leggings. Brown stockings or spiral puttees permitted. Overseas hat not permitted.

3 Points Standard Meeting Program

This program should be divided into 3 periods.

Business
Instruction.
Recreation (Games).

Once a month the regular program can be changed for a social.

Each meeting must contain the following: Flag ceremony, recitation of Scout Oath and Scout Laws.

Variations from program subject to approval of

2 Troop Inspection, Del. & Mont. Counties, Boy Scouts

4 Points—Regular Officers' Meetings, Including Patrol Leaders

These meetings should be held at least once a month so that all officers may feel they have a part in the conduct of the Troop and its Activities. These meetings can be held the same nights as the Troop meetings, either before or after to formulate plans, etc. Minutes must be kept of these meetings and books open for inspection.

6 Points—Reports to Headquarters on Time (2 points off per week late).

It is extremely difficult for Scout Headquarters to make awards and reports when the Scoutmasters do not send in their reports on time.

Grading given for reports of previous inspection period.

2 Points—Records Kept Properly

The Troop must have at each meeting, ready as any time for inspection the following records.

Attendances.
Finances.
Individual Scout Test Record.

1 Point—Regular Weekly Meeting or Hike

A Troop should meet not less than once a week for a meeting or a hike.

5 Points—Regular Hikes Once Per Month (50% Troop Present).

Troop will be rated on the average attendance during the previous inspection period, minimum average 5 boys.

Attendance at Meetings

1 Point for 60 to 75%
2 Points for 76 to 89%
6 Points for 90 to 99%
10 Points for 100%

Records of attendance should be kept so that inspectors, etc., may get the above information whenever they happen to call.

Records of previous inspection period to count.

Enter, average attendance of each meeting in roll book.

Of Scouts Promoted to Higher Rank

1 Point for 5 to 25%
3 Points for 26 to 50%
6 Points for 51 to 80%
10 Points for 81 to 100%

One point off above record for each Scout remaining in class longer than prescribed period:

Tenderfoot to Second Class 8 months.
Second Class to First Class in 1 year.

Records of progress of each Scout in Troop must be kept up to date so the inspector can secure the above information at any time.

4 Troop Inspection, Del. & Mont. Counties, Boy Scouts

2 Points—System of Accounts

Scouts must not handle funds, except to collect and turn over to some adult.

At least 80% of dues must be paid on date due.

Standard Investiture

2 Points—Tenderfoot
2 Points—Second Class
2 Points—First Class.

Tenderfoot Investiture mustbe given once a month.
Second Class three times a year.
First Class twice a year.

Provided the Troop has candidates ready. The Delaware and Montgomery Headquarters investiture must be used (see special folder), unless special permission is granted by Investiture Committee to use another form.

Open and Close Meetings on Time

One Point off for every record of tardiness.

Record of time to be kept in minutes.

Troop Participating in Activities Requested by Counties Scout Executive

1 Point 70%
3 Points 80%
6 Points 90%
10 Points 100%

Records for previous inspection period to count.

2 Points—Mobilization System and One Drill Every Three Months

Written plan must be submitted to inspector and minutes of Troop must show date etc. this was done.

Records of previous inspection period to count.

Camping

Summer attendance at Camp Delmont, minimum one week, or fall, winter and spring, week and overnight camp hikes.

1 Point under 25% attendance.
2 Points 26 to 50% attendance.
3 Points 51 to 70% attendance.
4 Points 71 to 80% attendance.
5 Points over 80%

1 Point—American Flag Properly Mounted and in Good Condition.

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SUFFOLK COUNTY (N. Y.) COUNCIL—
Executive F. C. Cobb

"In the strictly rural County Council, where communities are small and widely scattered, the district organization must be emphasized. Suffolk County, New York, 100 miles long and 20 miles wide, where the largest town has a population of only 7,000, is divided into six districts. In this Council all joint activities are held within the district boundaries. There are no Field Executives, the District Commissioner working through the District Committee, being the contact with Council Headquarters in Troop activities. District Scout Rallies and Field Days are held each spring and fall. In them Scouting contests prevail, records being established for County comparisons. Courts of Honor, chosen from each District Committee, meet at these Rallies where all awards from second-class up are made. These Court meetings are public and out of doors. Scoutleaders' training classes are held within each district, conducted by the Executive and Supt. of Schools. A scout cabin has been donated for the use of Troops in one district. This will prove very helpful because country Troops have more time for hikes and outdoor activities during the fall and winter seasons. The Council summer camp is the only "get together" for Scouts from every Troop and is very important."

"Weekly bulletins are sent to every Troop from Headquarters. These serve as news letters and carry instructions. From last October to May, uniform monthly tests are directed in every Troop through these bulletins. The whole County Council meets only three times a year at Council Headquarters, almost supreme power being allowed the Council Executive Committee, which meets monthly and at various districts. In this rural class of Scouting, the greatest help will come through good district organization, efficient County and District Commissioners and an interested, active Executive Committee. The Council Commissioner is the inspector of all work and the contact between the Local and National Councils. In many ways the most difficult to handle, the strictly rural Council best carries out the plan of volunteer organization and offers the Scouting program to boys, lacking much other association and appreciating very fully opportunities dear to their hearts and of which they know a great deal."

SUPERVISION
By Executive E. Urner Goodman—Philadelphia

How may a Scout Executive invest his time to best advantage in the supervision of his field?

What major features demand his personal attention so far as that supervision is concerned?

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These are questions, the answer to which depends in large measure upon the size of the Field, on whether it be a rural or an urban community, on whether there be sufficient resources to warrant a professional staff of assistants, and to a certain extent, on whether the field is but newly developed or has been organized for several years.

It may be safely concluded, however, that in the administration of any scout field there are certain very definite things to be done, whether they be accomplished by the Scout Executive personally, by paid assistants, or by volunteer leaders. To catalogue these items needing supervision, is perhaps the first step, therefore, in the supervision of a local field. The following is a suggested summary.

I. **ORGANIZATION FEATURES**

(1) Maintaining the several units of organization with full quota of leaders—properly functioning—e. g.
- Scoutmasters for every troop.
- Sufficient Deputy Commissioners.
- Sufficient Troop Commissioners.
- Sufficient examiners.

(2) Handling special problems in organization—
e. g. disagreement between scoutmaster and the parent institution.
discipline cases appealed to Headquarters.

(3) Fixing objectives for Extension and developing plans for their attainment based upon
- Number of boys available in community.
- Number of parent institutions.

(4) Keeping of records as to
- Registrations and re-registrations of troops.
- Personnel records of leaders and scouts.
- Vital statistics of Movement, e. g.,
  - Records of scout and leaders turnover.
  - Records of juvenile conditions in community.
  - Beneficial and detrimental influences.

(5) Selling Scouting to community wholesale through constant contact with the great denominations of the Church, the public and private school systems, the industrial groups, the civic agencies.

II. **TRAINING FEATURES**

(1) Giving adult leadership for a broader vision and more adequate service.

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Leadership training courses.
Correspondence training courses.
Scoutmaster Round-tables and conferences.
Demonstration meetings and hikes.
Inspirational meetings.

(2) Preparing older scouts for future leadership through officers' training corps, patrol leaders' training classes

(3) Supervising in general the work of inspection and examination of scouts, according to Court of Honor standards in
Elementary grades—up to First Class.
Merit Badge ranks—up to Eagle Scout.

(4) Publication of such pamphlets, bulletins, etc., as will prove helpful in educating leaders, scouts and the general public as to scouting objectives and standards e. g.
Pamphlets on troop management and control.
Weekly or monthly bulletins or announcement sheets.
Year-books.

(5) Maintaining a speakers' bureau composed of experts in various lines of Scoutcraft for use throughout the field—particularly in troops.

III. ACTIVITIES FEATURES

(1) Maintaining a schedule of
Council and community inter-troop activities.
Field Days, Rallies.

(2) Operating a program of civic service
Community Good Turns.
Rendition of legitimate service requested.

(3) Supervising the camping program
(a) Providing equipment and facilities for each troop to be in camp on an average of at least once monthly, year round.
(b) Directing the summer camping program.

(4) Supervision of such separate programs as
Sea Scout program.
Older Scout Programs (Veteran Corps, etc.)

IV. DETAILS IN BUSINESS MANAGEMENT

(1) Finance
Regular follow up of subscribers.
Operating of the annual budget.
General accounting.

(2) Clerical Service
Stenography.
Filing.
Duplicating and addressing.

(3) Sales of necessary scout insignia, etc.

(4) House management at Headquarters.

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V. **FIELD VISITATION AND INSPECTION DETAILS**

(1) Planning and operating a well defined schedule of visitation of troops.
Every troop should be visited at least once quarterly.

(2) Operating a schedule of intertroop inspections, troops in a given district or local community being inspected annually in competition.
Winners in the serial inspections of the year then competing

(3) Attendance upon and leadership in sessions of the scoutmasters associations.

It will be noted that several details which seem to be akin have been listed under the general headings of

Organization
Training
Activities
Business
Field visitations

The placing of a particular detail under one heading or another and the titles given to the several groupings are relatively unimportant.

Very logically however, each group constitutes the business of a special department, with certain bureaus in each, any one of which might, if local need be sufficient, be developed into a separate department.

This entire alignment of administrative detail is with a plea for the orderly arrangement of the many important matters which confront the Scout Executive.

Having thus catalogued the main features of Field Supervision the Executive's next thought should be as to the most suitable means of functioning along these various lines. Obviously the size and nature of the field must enter into the consideration here.

Your good executive, however, whatever the size of his field will at once seek persons to whom he may delegate the responsibilities which confront him. The man who attempts to meet all the organization needs himself, to lead personally all the activities, to direct all the training classes and to personally solicit financial support for scouting, is not only going to find himself in a maze of detail, but is going to weaken the effect of his entire administration.

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If paid assistants are available, the arbitrary division of duties somewhat along the department lines suggested above is comparatively simple. But even where this is impossible, it would seem logical to suggest that volunteer leaders be secured to take over the several responsibilities—either committees vested with power to act, or individuals given fixed duties.

There are two methods of delegating authority to assistants:—

1. By dividing the territory among them and giving over general administrative responsibility to each within his own district.

2. By delegating one or more major responsibility to each man, which responsibility he will assume for the entire field.

Thus instead of assigning to Deputy Commissioner Jones, two townships within the county, in which to follow up general administrative detail, the Executive might assign to him definite responsibility for the Training features over the entire county.

In the scout field there is probably ample justification for both divisions of responsibility. In a large centre, to the assistant Scout Executives would be delegated departmental responsibilities, while to the Field Executives would be assigned well defined territories for operation.

In the smaller community one or more assistants, either volunteer or professional would be assigned departmental duties, while Deputy Commissioners would be appointed over certain districts within the community, charged with general administrative duties therein.

But with the delegation of responsibilities comes the necessity for proper means of supervision over the work of professional volunteer assistants.

The general principles of good management involved in this important consideration, need not be dwelt on

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here. Suffice it to say that unless the Chief can (in his contacts with them) prove an inspiration to those about him—unless, as well, he can develop efficiency and bring out the best in his assistants he is not coming up to the mark.

Applying the principles of general supervision to the Scout Field, however, the following points are worthy of mention.

1. The Executive should, advising with his assistants and his Board and in conformity with the rules of the National and local councils, fix certain policies and standards with respect to the various departments of action and should insist on their observance.

2. The Executive should have a large share in the periodic and regular fixing of objectives of attainment in the several departments.

3. The Executive should see that the various departments, subordinate and separate units are working in complete harmony and in line with the general plan for council development. This entails a proper number of conferences, carefully planned.

4. The Executive should see that duties assigned are executed with proper dispatch and in conformance with a time schedule previously determined upon.

5. Having delegated responsibilities the Scout Executive should respect the rights of his Assistants and should not attempt to assume their prerogatives for them.

Having thus established the point that delegation of duties and the sharing of responsibilities is essential to the efficient supervision of a scout field, it is worth noting in conclusion, that there are certain personal contacts which the Scout Executive himself should not lose. Among them might be mentioned the following:

1. **Contact with troops and Scouts.** It is to the best interest of both the Executive and his field that from time to time, if only by two or three whirlwind visits per month, he should get next to the troops in operation.

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2. **Presence at major activities,** Without attempting to assume responsibilities which he has already delegated the Executive should, of course, be in evidence at these affairs—and in uniform.

3. **The Executive should be available personally** for several hours per day to any and all who ask to see him. Nothing tends to build up the proper esprit de corps as free access to the man at the helm.

4. The Executive should have a **definite part** to play—if only one lecture—in **training courses,** bringing to the new leaders the keynote of real Scout Leadership.

5. The Executive himself should have **definite contact with the community** and its multiform activities. He should be in a position to feel the pulse of the society in general as reflected in The Church, The Home, The School, Industry and civic affairs."

TROOP EXTENSION AND TROOP PROBLEMS

Executive A. T. Benson, Louisville, Ky.

Nothing is so important in the work of a Scout Executive as actually giving to the boy the program that will enthuse him and hold him to lofty ideals. All of the machinery of the local council must be directed toward this one objective. Since the boy gets his inspiration through the troop—the troop becomes the important factor in the organization. This will of necessity demand the best thought and effort of the Scout Executive.

His first thought after the service to existing troops, is toward the extension of Scouting to other boys by organizing troops wherever a group of boys may be gathered together, thus utilizing the "gang spirit."

Because of the necessity of providing an adequate meeting place for the troop and, most important of all, to insure the permanency of troops thus organized, the Scout Executive should turn to the institutions of his community which will give such permanency and

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which already have a contact with boy life, namely the Church, Boys' Club, Playground, Public School, Y. M. C. A., etc.

The Scout Executive should seek and develop a point of contact with the Executive Heads of these institutions of his community with the result that the Scout Executive, or some representative of the council, is invited to appear before its governing body.

This is an opportunity to "sell" the Scout Program with its objectives of character building and citizenship training to the "key men." Thus confidence is created and favorable attention develops into an interest. He seeks to have this interest grow into a desire and they act upon his suggestion that a troop be fostered by them in their institution. The equivalent to "placing the name on the dotted line" is securing the appointment of three or more men to serve in the capacity of a Troop Committee.

At the earliest opportunity these men are called together for the purpose of organization and instruction in their duties as Troop Committeemen. Each Committeeman is made to feel that he is a potent factor in the success of the troop that is to be organized. In other words, the Troop Committee is the foundation upon which the troop is to be built. Time spent here to build is surely time well invested.

In the workings of the Troop Committee each Committeeman is given a definite task, which for the sake of the boy, he is honor-bound to perform. Among their most important duties is that of selecting a Scoutmaster who is to become the general director of the activities of the boys themselves. Through Scoutmasters' Schools, Veteran Scouts and the Handbook for Scoutmasters, the Scout Executive seeks to train properly the new Scoutmaster. The Scout Executive should spend considerable time in coaching these Committeemen in their various duties.

This plan is followed until the men of every institution in the community that touches boy life has had an opportunity to adopt the Scout Program as their contribution to the right development of the adolescent boy.

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The local headquarters may be likened to an automobile agency which has three functions, namely, selling the car, training the man who bought it how to run it and rendering service to the man in trouble. The Scout Executive having sold the program and trained the men to operate it, must now turn his attention to establishing a service station where assistance may be rendered in the problems that shall naturally arise.

Among the problems the Scout Executive will find the following:

a—Maintaining the continual co-operation of the institution.

b—Keeping the Troop Committee on the job.

c—Keeping the Scoutmaster from becoming discouraged.

d—Lack of interest on the part of the boy.

e—Indifference of parents.

The attention of the service station must be turned toward these specific problems and every effort made to find a solution. No hard and fast rule may be laid down to govern all problems but each must be given personal attention and solved in the interest of the boy. All these problems relate to the production of the efficient scout.

The Scout Executive seeks frequent opportunity of meeting with the troop committee, keeping them and the institution through them, keenly alive to their responsibility to the boy.

Any discouragement on the part of the Scoutmaster may be traced to one of two causes, either the lack of co-operation on the part of the Troop Committee, or the lack of interest on the part of the scouts themselves. The former may be overcome by a frank conference in which all differences may be adjusted; while the latter may be combated by the carrying out of a carefully laid program of action with variety in the troop meeting, which shall mark an advance in Scoutcraft.

Continuous publicity, and education on the part of Local Headquarters and the Troop Committee in co-operation with the Scoutmaster will in most cases

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overcome any indifference on the part of the parents which is largely due to ignorance of the real purposes and objectives of the Scout Movement. This of course, involves demonstrations by scouts, the use of speakers' bureaus, rallies, "good turns" as continuously operating means of educating the public on Scouting.

By carefully establishing each troop in a permanent institution and by producing an atmosphere, in which, each member thereof finds it easy to do the daily "good turn" and live up to the Scout Oath and Law, the Scout Executive builds an organization which shall stand the test of time and the stress of change.

B) **Field Work Fixed by the Annual Objectives Set by the Council.**

Annual Objectives

Next to having an organization it is important to know **exactly what it purposes to do.**

A fine tribute to the quality of the Scout Executives is found in the wide prevalence of **definite annual or monthly objectives.**

It is obvious that the results scheduled for accomplishment will vary with the age of council, past progress, resources of men and of money as well as other considerations. This will definitely establish certain field tasks to be accomplished.

The most significant treatment of this topic therefore is for the Scout Executive to refer to the Measurement of Results Chapter XI, for certain facts about standards and to herewith include for study and adaptation **actual annual programs** from a number of councils.

AIMS OF THE WHEELING LOCAL COUNCIL FOR THE COMING YEAR

1. To attain a goal of 1,000 Scouts by Oct. 22, 1920.
2. To strive for greater publicity for Scouting.
3. Reorganization of Troop Committee and Court of Honor for aggressive Scouting.
4. To develop a still more vigorous group of Scouts through overnight hikes, winter and summer camp.

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5. TO CO-OPERATE WITH THE CITY OFFICIALS IN THEIR EFFORTS FOR A CLEANER WHEELING
6. To wage a vigorous keeping-physically-fit campaign.
7. To conduct strong courses of training for Scout leaders.
8. TO CO-OPERATE WITH THE CHAMBER OF COMMERCE AND THE PUBLIC SCHOOLS IN AN AMERICANIZATION CAMPAIGN.

DISTRICT OF COLUMBIA 5 YEAR PLAN

I. ENLISTMENT

a. Enrollment (full time)

Year	Troops	Scouts	S.M.	A.S.M.	Exec. Staff.	Dep. Com.	Com'men.	Total Men	Total Men and Boys
1918	43	893	38	36	2	2	144	220	1,115
1919	81	2,044	79	57	2	8	355	499	2,545
1920	111	2,000	111	111	3	10	440	670	3,673
1921	141	4,000	141	166	4	15	530	747	4,756
1922	171	5,000	171	249	5	20	620	1,050	6,065

b. Recruit Scoutmasters.
   (1) Source (a) Churches.
      1. Men's Classes.
      2. Young Peoples Societies.
   (b) Lodges.
   (c) Clubs.
      1. Rotary.
      2. Kiwanis.
      3. City.
      4. Y. M. C. A.
   (2) Method
      (a) Recommendation of Scoutmasters.
      (b) Personal Conferences.
      (c) Addresses.
      (d) Newspaper Publicity.
      (e) Printed Matter.

II. TRAINING
   a. Scoutmasters Training Class.
   b. Patrol Leaders Training Class.
   c. Troop Committee Conference.
   d. Speakers Bureau (Corps of Experts available for Scoutmasters)

III. SUPERVISION
   a. Standardization of Scout Requirements (Tenderfoot, Second and First Class).
      (1) Bulletin covering local requirements to be issued.
      (2) Division Courts of Honor (To examine Scouts applying for second and first class rating).
      (3) Council Court of Honor—Merit Badge Work.
   b. Inspection of Troops.
      (1) Inter-Troop and Division for Star Trophy (Semi-annual).
      (2) General Inspection by Deputy Commissioner for Troop Efficiency (Uniform; Advancement, Program, Officials, Meetings, records, etc. Each Scout to be awarded an emblem to be worn on uniform as long as troop maintains standard).

IV. ORGANIZATION
   a. Organize 30 new troops per year.
   b. Re-organize Troop Committees, (National Council Plan).
      (1) **Chairman,** the representative on local Council. Supervises Troop Business Records, finances, and Property, community service.
      (2) **Promoter** and Publicity Agent, Supervises Troop Activities, Hiking, Camping, Games, Contests, assists Scoutmaster and secures expert instructors.
      (3) **inspector** of uniforms, equipment, Troop formations.
   c. Division Councils.
   d. Scoutmasters' Club.
      (1) Discuss Problems.
      (2) Receive Instructions.
      (3) Sociability.

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V. ACTIVITIES
- a. Camp Roosevelt July-August.
- b. Week end Camp near Washington.
- c. Sea Scouting.
- d. Older Boys.
  - (1) Merit Badge Scouts' Fraternity.
  - (2) Veteran Scouts' Club.
  - (3) College Scouts' Club.
- e. Civic "Good Turns"—Token system to be awarded to Scouts rendering service requested. (Medals for Scouts rendering 10 civic Good Turns).
- f. Efficiency Contest.
- g. Division Hikes and Field Days.
- h. Annual Field Day.
- i. Fall Rally.
- j. Thanksgiving and Christmas Good Turns.
- k. Anniversary Week.
- l. Annual Camp Reunion and Round up—Spring.

VI. SERVICE
- a. Country—Patriotic.
- b. City
  - (1) Police Department
    - a. Parades
    - b. Prevention accidents and drowning demonstrations.
  - (2) Health Department } Fire Prevention
  - (3) Fire Department }
- c. Civic and Philanthropic Enterprises—Application blanks to be filled out by organization desiring service. Scouts' carfare and lunches to be paid by organization where boy has to go long distances or be out during meal hours.

VII. CO-OPERATION with Local Organization and Institutions.
- a. Policy—Boy Scouts, a movement not an institution, providing a character development program.
- b. Function—Supplement, not duplicate, other agencies working with boys.

VIII. HEADQUARTERS FUNCTION
- a. Supervision of Scout work in the District of Columbia.
- b. Discovery, Enlistment and Training of Leaders.
- c. Record of all Troops, Scouts and Officials and their standing.
- d. Sale of Scout Insignia and Supplies.
- e. Service Bureau for Scout Leaders, providing assistance by means of
  - (1) Personal Interviews.
  - (2) Correspondence.
  - (3) Printed Matter.

PROPOSED FALL AND MID-WINTER PROGRAM ZANESVILLE, O.

September:

Start of Scoutmaster's Training Course.
Start of Patrol Leader's School.
Start of Scribe's Weekly Conferences.
Court of Honor and Scout Rally. High School Auditorium.
Start of School "A" Competition.

October:

Start of First Aid Contest.
Start of try-outs for Newark-Zanesville Field Meet.
Newark-Zanesville Field Meet at Zanesville.
Inter-Troop Rally and Hallowe'en party.
Formal Court of Honor at Scout Headquarters.

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November:
Start cutting and preparation of paper knives to be presented to subscribers at Christmas.
Scout Survey of city to locate worthy poor to be remembered at Christmas.
Thanksgiving Activities.
Court of Honor at Scout Headquarters.

December:
Start Collection of broken toys to be repaired by Scouts, and given to children of poor families at Christmas.
Complete preparation of paper knives.
Assist merchants and others in every way possible to properly handle Christmas crowds.
Carry around Christmas baskets.
Mid-winter camp for First Class Scouts and Patrol Leaders.
Court of Honor at Scout Headquarters.
Scout Christmas Tree.

1919-20

NORFOLK COUNCIL
BOY SCOUTS OF AMERICA

The following objectives were adopted by the Norfolk Council at the reorganization meeting in December 1919.

(1) Institutional backing for all troops.
(2) All troops with organized Troop Committees.
(3) 15 New Troops.
(4) Scout Leaders Training Course.
(5) Inspection system for Troops.
(6) Examining board,
  (a) Second Class requirements.
  (b) First " "
(7) An expert staff of Instructors,
  (a) Tenderfoot requirements.
  (b) Second Class "
  (c) First Class "
  (d) Merit Badge "
(8) Non-commissioned Officers Training.
(9) Organized Court of Honor.
(10) Camping,
  (a) Year end camp.
  (b) Summer Council Camp.
  (c) Troops encouraged in Hiking Program.
(11) Demonstrations,
  (a) Anniversary Week (Feb. 1920).
  (b) Spring Rally.
  (c) Fall Rally.
(12) New Financial Accounting system.
  New Registration records.
(13) A real Budget System.
(14) New location for Headquarters.
  Headquarters stock of Insignia and Incidentals.

PROGRAM FOR THE YEAR 1920, ERIE, PA.

Council Organization { committee organization complete and functioning

Council meeting at definite stated times, 3 times per year
Executive Board meeting each month (except July and August) at a definite stated time.

Court of Honor { Meeting regularly; Appointing examiners; Arranging a District board of Examiners

Finance { Preparing budget; Arranging a Thrift campaign for Scouts

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Troop Organization { Inspecting Troops; Organization Troops; Cooperating in securing 3 deputy commissioners { east; west; south }

Camping { Arranging Council Camp; Promote week end and overnight camps

Leadership and Training { Secure Scoutmasters; Arrange for training classes for Scoutmasters and Patrol Leaders

Civic Service { Civic Good Turns

Executive Committee { Mention in local papers at least once per week. Scouting before all Civic bodies at least 2 times per year also in every school; Educational Publicity.

Troop Committee Organization
Extension
Activities
An efficient Committee for each troop
Each Troop Committee represented on the Local Council
Bring Scouting before all schools and churches
Increase to at least 40 troops this year including 15 Catholic Troops

Camping { Council Camp 4 Weeks; Troop Camps; Week end Camps

Hikes { Troop hikes; Council hikes; Industrial hikes; Nature hikes; Snow hikes

Rally { Fall Rally; June Field Day Rally; Scoutmasters' Rally

OUTLINE OF OBJECTIVES FOR THE YEAR

I ORGANIZATION

1. Perfect organization of districts under leadership of Deputy Commissioners.
2. Inspection to be held every two months by Deputy Commissioners.
3. Reports of instructions to be kept at Headquarters as a permanent record.
4. Troop Committees fully organized and functioning.
5. Regular meetings of troop committeemen.

II INSTRUCTION

1. Regular Scoutmaster schools continuing for eight weekly meetings.
2. Monthly meetings of Scoutmasters for conference and instruction.
3. Frequent Schools for Non-Com officers instructing them in how to lead and train others for tests.
4. Organization of special patrols of experts in signaling, first aid, life saving, and other subjects.
   Composed of one Scout from each troop. Intensive training of these by experts.
5. Sending them back one to each troop to train all the Scouts in the Troop.

III SCOUT BAND

1. Organization of Scout band or drum and bugle corp.

IV COURT OF HONOR

1. Organization of Court of Honor and enlistment of a number of experts in the different subjects to be taken.
2. Regular monthly meetings of Court of Honor.

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V CAMP AND HIKES

1. Establishment of a permanent camp to be used as an instruction camp and for the advancement of Scout craft.
2. Divisional hikes which will include short educational hikes, nature study hikes, and other instructional hikes.

VI EMPLOYMENT BUREAU

1. Establishment of free employment bureau through which Scouts may secure odd jobs.

VII TROOP PROGRAM OF ADVANCEMENT

1. Definite program of advancement for every Scout and troop and patrol along definite and uniform plan to be adopted at a meeting of all Scoutmasters.

VIII CIVIC GOOD TURNS

1. Adoption of some plan of recognition for a certain number of hours of community service performed by a Scout.

IX ANNUAL ROUND-UP

1. An annual round-up of Scouts for exhibiting all phases of Scout work to be held.
2. Frequent district or inter-troop rallies conducted.

X PUBLICITY

1. Systematic education of the public as to the value of Scouting to the boy, to the home, and to the community through the public press.
2. Establishment of a Scout paper.

XI EXTENSION

1. Extension of Scout troops to unorganized localities.
2. Sponsoring troops by clubs and other organizations.
3. Our goal 30 troops and 600 Scouts.

BOY SCOUTS OF AMERICA— LOGANSPORT, IND., COUNCIL FOR 1920

Council:

Council fully organized and functioning properly.
Standards of all kinds, set by Council.

Organization:

20 Scout Masters.
20 Ass't S. M.'s.
4 Deputy Commissioners.
80 Troop Committeemen.
Troops re-register at same time.

Leadership:

Scoutleaders' Training Class.
P. L. Training Class.
Scoutmasters' Ass't.
Scribes' Ass't.
2 Meetings of Troops Committeemen.

Court of Honor:

Establishment of Court of Honor.
2 Special Public Courts of Honor.
1 Court of Honor every month.

Services:

2 Major Forms of Service.
General Service at all times.

Camping:

2 weeks period.
2 Week-end Camp Sites and a permanent cabin on Week-end Camp Site.

Publicity:

Publicity most every day in local newspaper.
Publish Bulletin for leaders.
Publicity in Hotels, Exhibits, etc.
Boy Scout Miniature paper in Pharos-Tribune weekly.
Scout Speakers Squadron.

Meets:

1 Big Outdoor Meet.
1 Big Indoor Meet.

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Contests:
1 Knot Board Contest.
1 Bird House Contest.
1 Photographic Contest.
Efficiency Contest.
Inspection of all troops.

Older Boys:
Older Boys Club started.
Seascouts—1st Aid—Signaling Units—at least one started.

Banquet & Entertainment:
1 Scoutleaders' Banquet.
Business Clubs entertain Scoutleaders.

Educational:
Educational Hikes.
General Education of people and boys as to what Scouting really is.

OUTLINE OF YEAR'S PROGRAM FOR SCOUTCRAFT IN PADUCAH, KY.

APRIL 1920 TO APRIL 1921

1. **Organization**
   1. Organization of the city into four districts, under four deputy Commissioners as inspectors.
   2. Furnish each inspection officer with form letter announcing in advance his coming to inspect: also grade cards and instruction on grading troop.
   3. Reports of inspectors to be sent to Scout Executive for permanent record.
   4. A troop Committee of at least 3 good men in every church or other organization who will stand by the Scoutmaster and the troop.
   5. Regular meetings of these troops Committeemen for instruction and conference.
   6. One or more Assistant Scoutmasters to each troop.
   7. Examiners for second and first class tests and Merit badges reorganized.
   8. A board of review in conjunction with and part of the Court of Honor.
2. **School and Classes**
   1. Regular monthly session of Scoutmasters and Assistants.
   2. 8 Weeks school for training Scoutmasters and Assistants with experienced instructors.
   3. Regular classes at frequent intervals; short courses for patrol leaders and other non-commissioned officers Training them how to lead and train scouts and qualify them for examination before local court of honor which will meet once a month.
3. **Special Instruction**
   1. The organization of special troops in Life Saving, Signaling, Emergency, Cooking and other subjects composed of one scout from each troop.
   2. Intensive training of these by experts.
   3. Sending them back one to each troop in the city to train all scouts.
   4. An annual contest for trophies along these lines.
4. **Public Demonstration**
   1. Field Day—Annual May.
   2. Demonstrations of Scoutcraft before clubs, parents. meetings.
   3. Short popular address-mass meeting.
   4. Competitive drills and contests.
   5. Awarding of prizes, medals and honors.
   6. Demonstration of Scout games.
5. **Scout Hikes**
   1. According to general plan a troop hike once a month.
   2. Father and Son Hike once during the year.
   3. Mass hikes once a month under direction of Scout Executive for taking tests.

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6. **Boy Scout Camp**
   1. Once a year a general Council camp at "Sir Walter Scott" for all troops.
   2. Overhead expense to be borne by the local council.
   3. Camp to be educational and for advancement of Scoutcraft.
   4. Provisions to be made for scouts too poor to attend.
   5. Camp to be under the personal supervision of Scout Executive.
   6. Every troop attending camp to be under Scoutmaster, Assistant or recognised leader.
7. **Troop Program of Advancement**
   A definite program of advancement for every scout patrol and troop along specific and uniform plan adopted at meeting of all Scoutmasters.
8. **Civic Good Turns**
   1. Co-operation in Clean Up Campaigns.
   2. Distribution of printed matter for welfare organizations approved by Executive Committee.
9. **Publicity**
   1. Systematic education of the Public as to the value of Scouting to the boy, the home, school and community through the press and personal solicitation and talks on Scouting.
10. **Experience**
    1. Our goal—30 troops and one thousand Boy Scouts. If every one pulls together we can make it all right.

SUGGESTED POLICY FOR THE WESTCHESTER COUNTY COUNCIL 1919-20

(First year Policy)

I. **Organization.**
   1. For promotion, supervision, instruction and correlation of the Scout Movement, the utmost care should be given to the organisation of the following Committees and Departments of activities.
      a. The County Council and its Committees.
      b. District Committees and its Departments.
      c. County Deputy Commissioners.
      d. Scoutmasters' Roundtable.
      e. Troop Committees.
   2. Prepare booklets, charts and illustrations to make clear the lines of responsibility and relationship.

II. **Meetings.**
   1. Meeting of County Council should be held three times a year in June, September and January.
   2. Regular monthly meetings of the Executive Committee of the Council. The various sub-committees of the Council to report in writing at this meeting.
   3. Monthly meetings of the Deputy Commissioners.
   4. Monthly meetings of the Scoutmasters' Roundtable, two of which are to be County Roundtables.
   5. Monthly meetings of each local Troop Committee.
   6. Regular monthly meeting of the District Courts of Honor.
   7. Thrice-a-year meetings of County Court of Honor in Districts.

III. **Supervision.**
   1. Executive Committee of County Council.
   2. Scout Executive.
   3. Deputy Scout Commissioners.
   4. Local Troop Committees and Scoutmasters.

IV. **Court of Honor.**
   1. The County Court of Honor consisting of 15 or more members of the County Council which meets three times a year in districts to award Merit Honor Badges.
   2. District Court of Honor consisting of five or more members of the District Committee which meets monthly to award 2nd and 1st Class badges.
   3. An inspection and award member of a local Troop Committee shall arrange to have the Local Court of Honor meet monthly for the award of the tenderfoot badges.
   4. An Examining Committee of such numbers as necessary should be appointed by the County Court of Honor for each District.

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V. Headquarters.

1. A well organized and well equipped office adequate to the needs of the field for handling correspondence, printed matter, etc.
2. Arrangement for rooms suitable for Committee Meetings, instruction of small groups of Scoutmasters, etc.
3. On account of the proximity to National Headquarters it has been deemed wise not to carry Scout supplies inasmuch as it is convenient for the troops of the Co. to purchase their supplies there.
4. A library of books and periodicals pertaining especially to boys' work and boy nature, to be maintained at Headquarters for use of Scout officials and Committeemen.

VI. Membership.

1. To have on file at Headquarters the names of all registered troops, scout leaders and scouts.
2. Add 2,000 new tenderfoot Scouts and advance 1,000 past Second Class, 500 past First Class and secure 300 Merit Badges.
3. Promote Veteran Scout Association and enroll at least 200 Members.
4. Create a Scout Association of men and women who are in sympathy with the Movement and are ready to help carry the financial responsibilities incident to the general supervision and extension of the Movement and give more support and advice when needed. The fees to be such as may be designated by the Finance Committee.

VII. Scoutmaster's Training.

1. Conduct eight lesson training courses in each District for new and prospective Scoutmasters in connection with Y. M. C. A., churches, Men's Club, Bible Classes, etc.
2. Conduct one training course during the year for Scoutmasters who have been in service at least six months, at Scout Headquarters.
3. Enroll at least 200 men in District courses and bring 100 new men as Scoutmasters or Assistants.
4. Maintain a list of Scoutmasters unattached who have had such instruction for troops needing men on short notice.

VIII. Scout Training.

1. Enlist the services of instructors in each district for the tests in Tenderfoot, Second Class and First Class classes.
2. Form a Merit Badge Faculty of experts to give instruction in Merit Badge subjects such as craftsmanship, electricity, forestry, etc.

IX. Institutes and Conferences.

1. Conduct District Institutes for local Committeemen, Scoutmasters, parents of boys and boy officers of troops, with programs of instruction, discussion and social acquaintance.
2. Conferences and Schools of Instruction for First Class Scouts, patrol leaders and committeemen at week-end camps.

X. Annual Camp.

1. Conduct an annual summer camp at Bear Mountain reservation for all Westchester Co. Scouts. Enroll at least 500 Scouts in this camp.
2. Use older boys and scoutmasters as inspectors for various grades including First class, and enlist specialists to train boys in Merit Badge subjects.

XI. Week-End Camps.

1. Equip and conduct under expert supervision a permanent week-end camp within easy reach of all communities of the County, where Scouts, especially the working boys, may enjoy overnight hikes and week-end outings.
2. Secure, if possible, lease of woodland where Scouts may build log cabin as Headquarters for such outings.
3. Chart a list of the best places for hikes and outings with explanation as to how to reach them and secure permission from owner for Scouts to use property.
4. Conduct contests between troops in features of field scouting such as fire building, water boiling, tent pitching, tracking, map making, camp cooking, etc.

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XII. Sea-Scouting.
1. Westchester County offers fertile soil "all water" for Sea-Scouting. Our special opportunities must not be overlooked. Efforts may not be confined to communities on the shore of the Hudson or the Sound, but many of the best successes thus far have been conducted inland.
2. Establish at least three Sea-Scout organizations in a year.

XIII. Publicity.
1. Publish "Westchester County Scout" quarterly with an editorial staff of troop scribes, Deputy Commissioners and an editor-in-chief.
2. When sufficient Scout news is available send out a regular service to County newspapers regarding Scout activities.
3. Conduct exhibits and contests of Troop work such as first aid, signaling, wall scaling, marching, fire lighting, scout games etc. to which the public will be invited.
4. Push subscriptions for "Boys' Life."

XIV. Service.
1. Troops and individual Scouts to be ready for service in all cases of emergencies and public events.
2. Plans for rapid mobilization of all Troops and Scouts to be perfected.

XV. Finances.
1. To cultivate contributors by means of
   a. Newspaper publicity.
   b. News letter.
   c. Quarterly issue of "Westchester County Scout."
   d. Annual contributors' Dinner.
   e. Scout anniversary week with Scout Sunday.
   f. Attractive yearly reports.
   g. Personal cultivation.
2. A weeks intensive campaign for subscriptions and memberships the 2nd Week in June to secure amount for year in cash and pledges on graded membership basis.

MACON COUNCIL BOY SCOUTS OF AMERICA

July 15, 1920.

PROSPECTUS FOR THE SCOUT YEAR COMMENCING OCTOBER 1, 1920

OUTLINE OF ACTIVITIES AND OBJECTIVES

I—Council Organization:
a. A Central Council of 50 men, meeting annually, Governed during year by Executive Committee of 12, meeting monthly and on special call by the President.
b. Committees of the Central Council—EXECUTIVE—FINANCE—CAMPING—TROOP ORGANIZATION—EDUCATIONAL—COURT OF HONOR.
c. District Organization. Organize city into 4 districts, each district governed by District Committee of 7, with a Deputy Scout Commissioner as Executive Officer. Responsible to Scout Headquarters and Executive Committee. Two representatives from District Committee to be appointed on Central Council, and one additional for each 50 scouts over 100 in the district.

II—Enrollment and Supervision:
a. Objective of 30 troops and 600 scouts.
b. Volunteer workers; Council members, Commissioner, Deputy Commissioners in Districts; Scoutmasters and Assistants; Expert examiners and instructors in Merit Badge subjects; Troop Committeemen: special lecturers and instructors; hikemasters.
c. Employment of Scout Executive and Office Secretary for general Scout Headquarters.

III—Educational:
a. Semi-annual scout leaders training courses.
b. Introduction of Scouting into Public schools—Work out system of scholastic credits for advanced scout work—Organization of school troops.

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c. Presentations of Scouting to Parent-Teachers Associations; School principals organizations; Schools and colleges in the city; Churches and Sunday School associations; Y. M. C. A.; and other civic and educational organizations.
d. Troop committee conference.
e. Further development of standard scout tests; Board of Examiners; Court of Honor and Merit Badge examiners. Enlargement of Merit Badge and vocational staff.
f. Cooperation with all agencies doing constructive Boys' Work.
g. Survey of conditions affecting Boyhood in the city, and a boy census.
h. Emphasis on character building and citizenship training.

IV—Camping:

a. Continuation and enlargement of hiking and camping program of past year.
b Development of the program submitted by the Camping Committee providing for the development of a permanent camp site, and the intensive pushing of an all year camp program. Includes purchase of the camp site and a permanent camp enlargement and development.

V—Promotion and Activities:

a. Three inter-troop rallies and field days annually.
b. Efficiency contest.
c. Scout leaders and scout recruiting.
d. Newspaper cooperation. Enlargement of Scout department in Daily papers.
e. Cooperation with all conventions and gatherings in city.
f. Public Health campaigns and clean up movements.
g. Demonstrations and obersvance of Good Turn Week.
h. Father and scout gatherings.
i. Response to all service calls.
j. Educational work, through literature and demonstrations, of real principles and workings of the Scout movement.
k. Promotion of Georgia Scout Rally.
l. Publication of scout and scoutmaster bulletins.
m. Scout library department.

VI—Finance:

a. Development of a permanent list of subscribers to Council.
b. Campaign in 1920 for support of a permanent and growing scout work in Macon.
c. Handling of all finances through the Finance committee, with the Treasurer as chairman.

OAKLAND PIEDMONT COUNCIL
BOY SCOUTS OF AMERICA

OUTLINE OF THREE YEAR PLAN AND POLICY

ENROLLMENT

Year	Troops	Enrollment
1920	30	900
1921	45	1260
1922	60	1800

SUPERVISION

Year	I	II	III	IV	V	VI	VII	VIII	IX
1920	1	27	1	10	90	30	30	47	237
1921	6	56	5	14	135	45	75	63	399
1922	6	86	9	23	180	60	100	87	561

Reference: above:

I—Executive Staff
II—District Committeemen
III—Commissioners
IV—Training School Faculty
V—Troop Committeemen
VI—Scoutmasters
VII—Asst. Scoutmasters
VIII—Merit Badge Examiners
IX—Total

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EDUCATIONAL

(a) Scoutmasters' Training Institute: 1920—1 course 9 weeks.
1921—2 " 9 " each.
1922—2 " 9 weeks each.
(b) Camp leaders' Special training course.

2. (a) Patrol Leaders' Training Institute—2 courses yearly, 8 weeks each.
(b) Regular monthly meetings for instruction and inspection.

3. Troop Committee conferences: (a) Meetings held semi-annually.
(b) Subjects: Troop problems and Management.

4. District Committee conferences: (a) Meetings—quarterly.
(b) Subjects—Organization and Extension.

5. Standardization of Final Tests: (a) Regular Weekly meeting in each District.
(b) Supervised by Field Executive and District Commissioners.
(c) Board of Examiners for final 1st class test.
1. Composition; Executive; Field Executives; Commissioner and Deputy Commissioners.
2. Meetings—monthly prior to Court of Honor.

6. Court of Honor: (a) Meetings monthly unless required oftener.
(b) Composition—Chairman Exec. Committee. Commissioner and five others.
(c) Duties as outlined in National Constitution and By-Laws.

7. Vocational Guidance Program: (a) Merit Badge training periods.
(b) Visits to industrial plants.
(c) Lectures on "My vocation" by leaders in various vocations.
(d) Vocational Guidance Counselor.
(e) Conference Week.

8. First Aid Instruction: (a) Co-operation with Red Cross.
(b) " " U. S. Bureau of Mines.
(c) Standardization of training.
1—By lectures and demonstrations in troops
2—By district contests.
3—By annual city wide competition.

9. Signaling Instruction: (a) Through co-operation with U. S. Navy.
(b) Developing wireless.
(c) District competition.
(d) Annual City wide contest.

10. Swimming Instruction: (a) Slogan: "EVERY SCOUT A SWIMMER."
(b) Regular instruction periods through co-operation with Y. M. C. A., Piedmont Baths, etc.
(c) Regular class during season at Camp pool.
(d) Junior Red Cross Life Saving Corps.
(e) Semi-annual competition.

11. Nature Study Instruction: (a) Co-operation with U. of C. Academy of Science, Oakland Museum.
(b) Special lectures.
(c) Field Trips.
(d) Develop natural museum.

12. Constructive Reading: (a) Co-operation with Library.
(b) "Better Book" week.
(c) Develop library on Scouting technique.
(d) Scoutmasters' library (circulating).

13 Co-operation with public schools in raising standard of scholarship.

14. Junior Fire Department—co-operation with City Fire Department.

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CAMP AND OUTING ACTIVITIES

1—Development of Camp site: (a) Equipment.
(b) Outdoor amphitheatre.
(c) Physical property.
2—Week end programs:.....(a) Instruction in Scoutcraft.
(b) Recreation.
(c) Swimming.
(d) Dramatics.
3—Summer Camp:.....(a) Local Council Camp.
(b) Special Training program.
4—Hikes:.....(a) Troop.
(b) District.
(c) Community.
(d) "Know your City"—co-operate with Chamber of Commerce.
5—Field Days—semi-annual.

RELIGIOUS

1—Co-operate with all churches, through special conferences with pastors and heads of institutions.
2—Scout Sunday.
3—Emphasize twelfth Scout Law.
4—"Character building" theme permeating all activities.

SOCIAL

1—Parent's nights.
2—District Rallies.
3—Father and Son meetings.
4—City Rallies.
5—Father and Son hikes.
6—Camp Rallies and dinners.
7—Annual dinner.
8—Scoutmasters' quarterly social gatherings.

COMMUNITY SERVICE

1—Co-operation with Police and Fire Departments:
(a) Fire lines.
(b) Traffic regulations.
(c) "Walk-rite" campaigns, etc.
(d) Junior Fire Departments.
2—Service at public mass meetings (character of meetings to be carefully examined previously).
3—Co-operation with Rotary, Lions, Kiwanis, Chamber of Commerce, and other clubs in community se vice. (Application giving full details to be made on special form at Headquarters.)
4—Co-operate with Contra Costa Hiking Club, Recreation Dept. of City.
5—Special Community service at Thanksgiving and Christmas.
6—"Clean up" campaigns, "Swat the Fly", etc.
8—Troop and City mobilization.
9—Develop patriotism, love of flag and country.

COMMUNITY CO-OPERATION

1—Co-operation with existing agencies working with boys (supplement, not duplicate).
2—Co-operate with Juvenile Court authorities.
3—Service to boyhood, not to membership alone.
4—Work for betterment of conditions in city regarding boyhood.
5—Survey of city boyhood.

HEADQUARTERS

1—Centralization of authority.
2—Division of responsibility through Field Exe. and District Committees.
3—Development of regular and special committees.
4—Promotion of district organization.
5—Enlistment and development of scout leaders through co-operation with leadership and training committee.
6—Individual boy problems—interviews with parents, teachers, etc.

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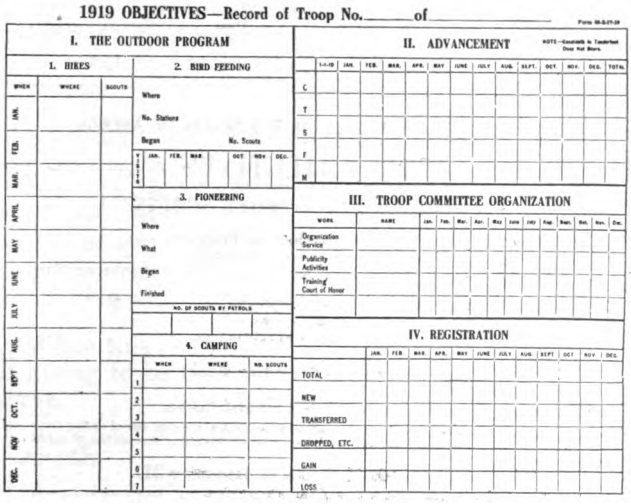
7—Office details (a) records, (b) Correspondence, (c) Conferences.
8—Scout Store.
9—Completion of necessary equipment for proper functioning of office.
10—Editing and publishing of "Scout Scribe."
11—Weekly meetings of Executive and Field Men.
12—Development and promotion of Sea Scouting through co-operation with Sea Scout Shipping Board.

FINANCIAL

1—Preparation of Budget—through co-operation with Finance Committee.
2—Development of endowment fund.
3—Definite financial program and policy.
4—Regular bulletins for contributors, showing progress, and plans for the continuation of the work.
5—Education of general public, through medium of press, Scout Scribe, public addresses, demonstrations, correspondence and interviews.



1919 OBJECTIVES—Record of Troop No._____ of _____

I. THE OUTDOOR PROGRAM

1. HIKES — WHEN | WHERE | SCOUTS — JAN. FEB. MAR. APRIL MAY JUNE JULY AUG. SEPT. OCT. NOV. DEC.

2. BIRD FEEDING — Where; No. Stations; Began; No. Scouts; JAN. FEB. MAR. OCT. NOV. DEC.

3. PIONEERING — Where; What; Began; Finished; NO. OF SCOUTS BY PATROLS

4. CAMPING — WHEN | WHERE | NO. SCOUTS — 1 2 3 4 5 6 7

II. ADVANCEMENT — 1-1-19 JAN. FEB. MAR. APR. MAY JUNE JULY AUG. SEPT. OCT. NOV. DEC. TOTAL — C T S F M

III. TROOP COMMITTEE ORGANIZATION — WORK | NAME | Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec. — Organization Service; Publicity Activities; Training Court of Honor

IV. REGISTRATION — JAN. FEB. MAR. APR. MAY JUNE JULY AUG. SEPT. OCT. NOV. DEC. — TOTAL; NEW; TRANSFERRED; DROPPED, ETC.; GAIN; LOSS

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Troop No. ..... Deputy .....

Institution .....

Address { Home ..... Phone .....
Business ..... Phone .....

Troop Headquarters .....

Address .....

Day of Meeting ..... Time .....

A. S./M. .....

Address { Home ..... Phone .....
Business ..... Phone .....

A. S./M. .....

Address { Home ..... Phone .....
Business ..... Phone .....

ALLEGHENY COUNTY COUNCIL OF BOY SCOUTS OF AMERICA

1919 OBJECTIVES

"BETTER SCOUTS"—"MORE SCOUTS"

I. Every Troop to Practice the Outdoor Program.

See Bulletins No. 53 and 56, Series 1918

1. At least two (2) hikes each month with total attendance of not less than 50 per cent. of Troop.
2. Each Troop to have a "Bird Feeding Program"
3. Each Troop to execute a "Pioneering Project"
4. Each Troop to camp out at least 7 days and 7 nights.

II. Every Scout to Advance at Least One Rank.

III. Every Troop Committee Organized and Active.

Each member of Committee to have a specific duty, a regular time of visiting Troop and to report to District Committees.—See Headquarters Pamphlets Nos. 47 and 49.

IV. 400 Troops with 10,000 Scouts by December 31.

January 1—179 Troops were registered with 4,242 Scouts. Each Troop averaged 24. How many in Your Troop?

My dear Mr. _____

Your turn to attend our regular troop meeting is _____

_____

WE SHALL BE LOOKING FOR YOU!

_____

_____

Troop No. _____

(Used by Denver, Col., Council)

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CHAPTER IX

SCOUT PROGRESS AND THE COURT OF HONOR

The Scout Court of Honor is the vehicle through which the local community gives articulate approval to scouts who have made progress. It exists primarily to **encourage** and **stimulate,** to **standardize and interpret,** to **recognize** and **reward** the boys' effort to advance and make progress through the scout ranks and tests.

Scouting however, is something infinitely more than the passing of tests and the meeting of requirements. These are the machinery of certain activities; the character building influence of the companionship with fine-qualitied men and other boys while doing these interest-gripping activities—those associations are the big and real and vital character-building things.

While this chapter deals largely with mechanics, it is fitting to be ever mindful of the purpose they subserve.

Growth

Growth is the natural law of normal, healthy life. When it ceases, 'tis but a short step to decline and later decay. For the boy, growth is inevitable—the question is its direction and subject matter.

If he is not growing in Scouting, he is expanding his interest in some other direction.

It is vital therefore for the Scout leader to keep his boys growing in Scoutcraft and Scout service, if the socially and personally useful habits involved therein, are to be developed.

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Progress and the Objectives of Scouting

Character building and citizenship training are the two major objectives of Scouting. "Building" and "training" are dynamic, not static terms. We cannot hope to successfully build character and train for citizenship unless **doing** is provided—unless we stimulate and influence the Scout to progress from one grade to another. Stagnation is itself immoral—unsocial—while purposeful activity and progress are basic in the evolution of the individual or the race.

To allow a boy to become a tenderfoot, procure a badge and a uniform, and remain a tenderfoot for an undue length of time, is to encourage evil habits in the boy and to kill the spirit of the troop of which he is a member. It is true that a few boys, being lazy, are satisfied to pose as Scouts, wear the uniform and enjoy the distinction. They must be "prodded into line." The fact that a lad has taken the scout Oath and memorized the Law does not work a miracle upon him. There is nothing magic about the Scout program; it must be lived. Advancement in itself cannot insure a complete adherence to the scout principles but it has at least provided the opportunity. It is a notable fact that boys who advance consistently from rank to rank are found by their Scoutmasters and Executives as exemplifying scout principles. There is a definite and favorable connection between scout progress and true scout spirit.

The Speed of Progress

The initial question is, "How rapidly should a scout advance?" Here a fundamental principle may be laip down. **The rate of advancement must be based upon the ability of the individual and the amount of time he can devote to his tests.** There should be no lock step formation in a troop. The machinery of examination should be so flexible that a scout can pass his tests and receive his advanced badge without a long period of delay. From the point of view of the Executive, a troop without first class scouts is likely to be a drag on the movement. It has been noted by many that simultaneously with the

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making a first class scout there comes a new breath of life to the troop.

While the **Scout Handbook for Boys** provides a minimum of one month's service before a tenderfoot may advance to second class and a minimum of sixty days before a second class scout may advance to first class there has been no maximum specifically established. Certain local councils, however, have set a time limit upon their scouts requiring them in some cases to complete their second class tests within six months or show reasons for having an extension of time. In some cities nine months or a year are considered a maximum for passing all tests for the first class badge. Here again it is almost impossible to lay down a hard and fast rule without interfering with the spirit of the movement. Frequently boys must work to help support the family and for that reason have only a limited amount of time to devote to their tests. Boys in high school often find their time almost completely occupied. All will agree that such boys have a right to the benefits of the scout program even though they may be able to advance but slowly. Here it should be borne in mind that consistent advancement, as conditioned by the Scout's mentality and surroundings, is the working rule.

Advancement

Scout progress involves paying considerable attention to the proportion of tenderfoot, second class, first class and merit badge scouts. In the first ten years of Scouting in America approximately 6% of the 950,000 boys enrolled during that time reached the first class rank. About 20% reached second class, leaving about 70% in the tenderfoot stage. Coming to the higher degrees we find that one scout in about 300 reached the rank of life and star while one in about 600 earned the coveted eagle badge.

In the second decade, experience, new ideals and better training should make possible a much better record. The scoutmaster is the keyman in effecting progress, though an active troop-committee can help tremendously.

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What percentage of the scouts enrolled by a council should be first class? The age of the council, the efficiency of preceding years, the attitude of the community toward Scouting—these and other factors will be present. The following table is one Executive's judgment as to class distribution.

The table may be useful as a point of departure in establishing one's own minimum working proportion recognizing of course that "age of council" means different things in different cases:

Age of Council	Tenderfoot	Second-class	First-class
One year	80%	17%	3%
Two Years	60%	30%	10%
Three Years	50%	35%	15%
Four Years	40%	40%	20%
Five Years	40%	40%	20%

Stimulating Advancement

a) **Morale** or **Troop spirit** is one very certain channel through which progress may be enhanced. The leader who can create and maintain a fine **spirit** in his group will find the advancement of his boys a relatively easy matter. If in starting the troop there is action and movement and growth **from the start** the boy easily forms the growing habit!

Troop and patrol pride may be invoked to achieve and maintain standards.

b) The Example of growth

A growing scout leader can himself accomplish much through example. Telling, e. g. of scouts who have mastered all the merit badges or many of them often stimulates other boys to "start."

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Selecting one or more boys in the troop and encouraging and helping them to advance will bring the spirit directly into the troop.

c) Competition

Competition, if judiciously handled, is a most subtle and effective method to use with boys. Great care must be exercised in having all of the rules and limitations on the competition thoroughly understood and observed by all.

Competitions within a troop or patrol, or between patrols, between troops or districts may serve as an effective stimulus to advance.

The following **contest scoring** outlines from the District of Columbia Council may prove suggestive:

DISTRICT OF COLUMBIA COUNCIL BOY SCOUTS OF AMERICA ADVANCEMENT CONTEST

Rules of Contest.

1. The Reports of the Court of Honor and the Courts of Review will be the basis of points awarded.
2. Record at Scout Headquarters of enrollment of troop on Oct. 1st will be the point from which each troop will enter the contest.
3. Troop standing will be determined as follows: The total number of points made by any troop in a given month will be divided by the number of registered active scouts at the end of the month, and the result added from month to month.
4. The troop making the highest number of points per registered active scout will be declared the winner.
5. Individual scout standing will be figured on the basis of 2nd. & 1st. class and Merit Badge work.
6. Associate Scouts will count in troop registration; but tests or merit badges taken by them, while on the associate list, will not count in the contest.
7. Points will be awarded the first of each month, and final standing will be determined from these monthly reports.

Points.

1.	Each Scout completing all Second Class requirements	10 points.
2.	Each Scout completing all First Class requirements	20 "
3.	Each Merit Badge passed.	5 "
4.	Each Merit Badge above "Life" Scout.	7 "
5.	Each Merit Badge above "Star" Scout.	10 "
6.	Each Merit Badge above "Eagle" Scout.	15 "
7.	Each Merit Badge above 50.	20 "
8.	Each Registered Scout in Troop.	1 "
9.	Each Registered Scout in Troop (above 24).	2 "
10.	For each new Scout Registered.	5 "
11.	For each Scout dropped, deduct.	5 "

Awards.

1. The troop making the highest average will be entitled to have its troop number engraved on the Washington Post Trophy, and to be custodian of the cup for one year.
2. To the Scout in each of the 7 Divisions who makes the highest number of points, a medal will be awarded.

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INTER-PATROL
SCOUT EFFICIENCY CONTEST

1.	Each First Class Test passed	5 points
2.	Each second class test passed	3 "
3.	Each Merit Badge passed	25 "
	Each Merit Badge over 15 passed	35 "
4.	Attendance at Troop meetings (if late but 1 pt)	3 "
5.	Attendance at Troop Hikes	5 "
6.	Conduct during meetings	2 "
7.	Attendance at Church or Sunday School (1 per wk)	3 "
8.	Special Service to Troop, Church, or Community	50 "
9.	Fire by Flint and Steel	5 "
10.	Fire by Bow Drill	25 "
11.	Setting up Exercises in Scout Manual, Eight counts to each of the 15 movements, or participation in regular School gym classes, or School team games or practice	2 per day
12.	Monthly School Averages: (All marks inclusive) (75-79) 10 pts (85-89) 30 pts (95-96) 50 pts (100%) (80-84) 20 pts (90-94) 40 pts (97-99) 75 pts School Reports to be submitted to Scoutmaster.	100 "
13.	Each new boy brought into troop and trained for Tenderfoot test (Does not count for points for first class test as well)	25 "
14.	Each tree Identified (above first ten in 1st class test)	2 "
15.	Each constellation pointed out and named (above three in first class test)	5 "
16.	Each wild flower dried, mounted, and correctly named	1 "
17.	Each bird identified in the open. Written description handed in	1 "
18.	For reading of each book in "Every Boys (Scouts) Library"	15 "
19.	For each hour of work, without pay, for parent or guardian	5 per hr.

TROOP INSPECTION—1920-1921

NOTE: To be eligible for competition for the Star Trophy, a troop must have at least twelve (12) active registered Scouts.

Troop No.....

Scouts Registered at Headquarters.....

Scouts Present.....

Section A.

UNIFORM. (Credit when Present)
Hat.
Coat (or shirt).
Trousers.
Leggings, Puttees or Stockings.
Equipment uniform for Troop.

CONDITION OF UNIFORM (or suit)
Clean.
Buttons in place.
Uniform (or suit) in order.
Hat pressed.
Shoes shined.

PERSONAL CLEANLINESS.
Neck. Hands.
Face. Nails.
Ears.

INSIGNIA
Badge on Hat. If in civilian clothes, Badge of rank on left breast pocket of coat.
Only Badge of Highest Rank, Tenderfoot, 2nd Class, 1st Class, to be worn, Merit Badge may be worn in addition. Medals are worn from right to left in order of value.
If above rank of Tenderfoot, and in uniform Badge of rank must be worn on sleeve, in addition to metal badge on hat.
No army insignia.
Felt Troop Numerals on left shoulder. Metal numerals not allowed except on commissioned officers.

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Section B.

RECORDS. Troop Record Book, showing:
Minutes of meeting.
Cash Record.
Attendance and dues.
Advancement Record.
Records kept neatly.

TROOP ORGANIZATION.

Scoutmaster (and Assistant Scoutmaster, if over 24 Scouts in Troop)	10 points.
Senior Patrol Leader	2 "
Patrol Leader for each Patrol	2 "
Scribe	2 "
Active Troop Committee	4 "

TROOP ATTENDANCE
(Report to be submitted and attested by Scoutmaster for the two month period previous to Inspection)

100% attendance	—20 credits
90% to 100%	—18 "
80% to 90%	—16 "
70% to 80%	—14 "
60% to 70%	—12 "
50% to 60%	—10 "
etc., etc.	

Inspection will consider two main factors: Appearance at time of Inspection; and Troop Organization, Records, and Attendance at Regular Meetings.

Credit will be on the basis of a possible 100. Appearance will count 40/100, and organization, etc. 60/100.

A separate set of judges will officiate for each of these two Sections.

Troop records, list of officers and certified statement of attendance for specified time will be presented by the Troop at the time of Inspection.

Associate Scouts will not be counted in contest.

Standing will be determined as follows:

Section "A"

2 points credit for each thing found correct (Hat, Coat, etc.): total points for Troop to be divided by number of scouts registered at Headquarters for that Troop, making a total of 40 possible points.

At Divisional and Final Inspections Scouts presenting note from parent or guardian certifying to illness will not be counted in determining standing of troop.

Section "B"

Records: 2 credits for each thing correct; Attendance: credits as indicated; Organization, credits as indicated—a total of 60 possible credits.

An "Active" Troop Committee shall be considered one that meets as a Committee at least once every 3 months, and one member of which attends a meeting of the Troop at least once a month; each member having some definitely assigned duty in connection with the Troop.

In "Troop Attendance" record, Scouts presenting note from parent or guardian certifying to illness to be counted as present at meeting. No other excuse to be accepted.

d) **Doing.** Advancement will be encouraged by careful keeping of the "doing" in scouting,—the active, interest element in learning.

e) **Camp.** The Boy Scout Camp has been found to be a potent source of scout advancement. The atmosphere of the camp, the desire to win camp emblems, seeing what other boys can do, time in which to do it and immediately available instructors and examiners—all these stir the boy to advance.

Hikes may be similarly used as a vehicle for all to pass their fire test or cooking or signalling test and so on.

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f) **Joint Action.** A slogan with a time element in it has been found of value. For example—

"Every scout to advance at least one rank this year."

"All Tenderfoot Scouts Second Class by Feb. 1."

"Two new first Class Scouts in each troop by May 1."

"All Camp registrations by June 1."

"Every scout to pass one test a month," etc., etc.

g) **Recognitions.** While working for prizes is often theoretically assailed as providing unworthy motive, its judicious use may prove effective. A cup, a banner, a ribbon, a badge will often appeal. The important element is to safeguard the nature of the work done so that it is not lost sight of on its own merits.

The Baltimore Council has for five years issued prizes not to individuals but to groups—to troops or districts. This has revealed added socializing values through the team-work element involved.

Some councils establish "standards of attainment," as another form of competition. For example, if a certain troop reaches a certain standard in attendance, appearance, advancement, equipment, etc., it may be designated as "Standard Troop" or may receive a banner or a flag as a recognition.

The functions of the local Court of Honor

Article XI, Section 2, Clause 10, of the National By-Laws, provides that:

> "They (Local Councils) shall provide courts of honor in order that boys may meet the requirements in the various scout tests as prescribed in the official handbook, under such conditions as will reduce to a minimum the necessity of a boy's travelling a great distance from his home or of interfering with his school work or home duties."

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The duties of the local Court of Honor cover with varying degrees of emphasis in various communities the following five items.

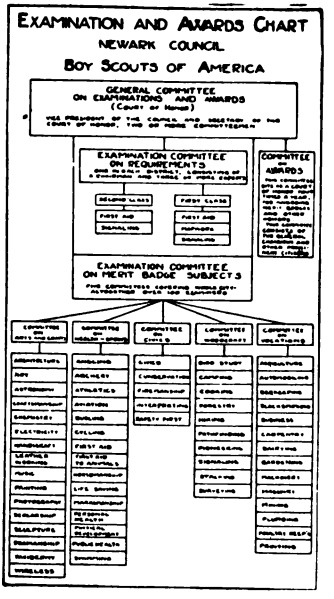
a) Certifying Instructors

b) Maintaining Standards

c) Providing Examinations

d) Holding Review

e) Conferring Awards



a) **Certifying Instructors**

Suitable and qualified experts must be found, certified and supervised to teach the more technical subject of scoutcraft such as First Aid, Signaling or Lifesaving, Merit badges, etc.

Such instruction is done in close contact with the Scoutmaster and his program. This "Faculty" are usually the special subject examiners as well.

The far visioned scout leader will do well to capitalize the exceptional scout as special activity instructors not only for his own troop but even in other troops. Some Councils use these picked patrol leaders to help train new scoutmasters.

b.) **Maintaining Standards**

The maintenance of national and local Council standards of achievement is one very important responsibility of the Court of Honor.

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The 1920 Handbook for Scoutmasters (Chapter VI pages 157-174) presents a standard interpretation based on ten years of experience by councils all over the country. This covers the tenderfoot, second and first class tests. A series of three pamphlets called "Scout Helps" has been issued for Tenderfoot, Second and First class requirements and giving more detail.

A similar interpretation of the various merit badges is found in the Merit Badge pamphlets.

c) **Providing Examinations**

In the first decade of the service of the Boy Scouts of America the Court of Honor ranged in its function all the way from being a "rubber stamp" which placed its approval on work done entirely by others, to conducting as did one council—a highly specialized Indian ritual quite definitely paralleling the tribal ceremonies of primitive tribes.

Section 1 of Article XV of the National Council By-Laws, which reads as follows, should be carefully noted by Scout Executives.

ARTICLE XV—EXAMINATIONS

Section 1—Examinations.

Examinations for all scout tests shall be given under conditions and leadership which harmonize with the aims and purposes of the Boy Scout Movement and its appeal to boys, irrespective of creed or religious beliefs, and which takes into consideration the twelfth scout law, requiring a scout to respect the convictions of others in matters of custom and religion.

Effort should be made to reduce to a minimum the necessity for requiring a boy to travel from home or to interfere with his school work or home duties. To this end examinations should be held at the place of meeting of the troop or in the neighborhood.

Tenderfoot tests are given by the Scoutmaster whether or not under council. For conditions governing first and second class and Merit Badge tests see N. C. By-Laws, Art. XV, sections 3, 4 and 5 respectively.

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Section 5—Merit Badge Examinations.

I HAVE EXAMINED THE REQUIREMENTS FOR THE:

First Class Test in.....
as stated on Page.....

Merit Badge Test in.....

of the Official Handbook of the BOY SCOUTS OF AMERICA, and I understand that examinations in the subject for which I am approved as Expert are to be conducted on the basis of these requirements.

Signed.....

To the COURT OF HONOR:

The above named..... is qualified to act as Expert Instructor-Examiner in the subjects mentioned, and it is recommended that he be approved by the Court of Honor.

.....
Chairman, Committee on.....

Date.....191

.....
Vice-President, Dept. of Training.

The name of the above (*name*).....

was presented at a regular meeting of the.....

District Court of Honor, held....., and after due discussion of the evidence of his qualifications to act as an Expert Instructor-Examiner in the subjects mentioned, it was voted that he be approved and that his services be accepted with thanks.

Signed

COUNTERSIGNED:

.....
Secretary, Court of Honor.

.....
District Commissioner.

Approved: QUEENS BOROUGH COUNCIL, BOY SCOUTS OF AMERICA.

Date.....191

.....
Scout Executive-Commissioner.

These requirements as stated in the By-Laws (see P. 538) are not to be interpreted as requiring the Scout Executive or Commissioner to burden themselves with the actual conducting of tests. The function of these officials is to serve as a leader of leaders rather than to be in direct charge of the scouts themselves. The task of proper supervision and securing of duly qualified examiners should however be taken seriously by every scout official.

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NEW PLAN FOR HANDLING MERIT BADGE CERTIFICATES

Councils now enter an "initial" merit badge order based on their expected needs for 3 to 6 months, and issue them directly on court of honor action before sending the "applications" to the National Council. Reports are made periodically, at least quarterly, upon merit badges and merit badge certificates issued —the scouts merit badge applications upon which the badges were issued **accompanying the report.** When more badges are wanted formal orders on regulation blanks are sent by the local council to National Council Headquarters Office. These "orders" **accompany** the "reports" of the disposition of the previous stock which constitute a perpetual inventory of the council's merit badge activities. This plan does not apply to the Life, Star and Eagle awards, which must be secured as previously.

Certificates Given Only Within Proper Jurisdiction

Certificates for advancement of second class, first class scouts and merit badge examinations successfully passed can only be given by the Local Council under whose jurisdiction the Scout is registered or properly affiliated except as provided in Article XV, Sec. 7, By Laws of the National Council, and in such cases authorities should respect the wishes of the council under whose jurisdiction the Scout is registered.

This applies also to membership certificates in the Boy Scouts of America which should never be given out except by the local council under whose jurisdiction the Scout properly comes.

The Objectives Of All Scout Tests

Section 6, Article XV, of the By-Laws of the National Council, states the vital objectives which should be held in mind in giving all scout tests. It reads as follows:

In all examinations, it should be borne in mind that the purpose of the tests and examinations is not to secure a mere technical compliance with requirements, but rather to ascertain the scout's general knowledge of subjects studied, and practical rather than book knowledge is desired. A scout should be prepared at any examination for a review covering previous tests given him as well as to demonstrate that he knows the scout Oath and Law and is being guided thereby.

Introducing Scout ____ Troop

Please examine him thoroughly in ____ and if you are satisfied that he has met the requirements of the test sign the Merit Badge Application which he presents. We are striving to maintain high standards. You are helping.

Sincerely yours,

Secretary, Court of Honor

The soundest practice of today delegates the giving of the special subject examinations or test to the special group of instructors and examiners.

The soundest practice of today seeks to follow the scout theory of learning by doing and in the final tests to make deeds rather than words the basis.

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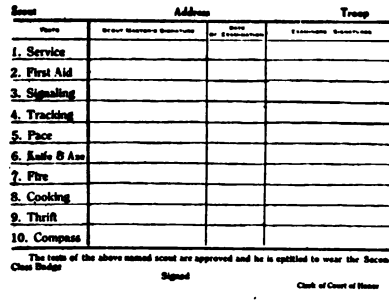
To actually **demonstrate** and do the thing in question is a higher qualitied test than to have the scout sit down and write **about** it.



Scout Address Troop

Tests	Scout Master's Signature	Date of Examination	Examiners' Signatures
1. Service			
2. First Aid			
3. Signaling			
4. Tracking			
5. Pace			
6. Knife & Axe			
7. Fire			
8. Cooking			
9. Thrift			
10. Compass			

The tests of the above named scout are approved and he is entitled to wear the Second Class Badge

Signed

Clerk of Court of Honor

Courts of Honor must avoid the dangers of traditional school methods of written examinations if scouting is to retain the advantage which scout **activities** give the scout program.

Let the examination be as near actual doing as is possible.

Cards such as the above are often times used for the signatures of the examiners:

d.) Holding Review

The Court of Honor is presumably composed of some of the outstanding men of quality in the community. They are to place the stamp of their approval as representing the city, upon the boy's work and advancement. They are to declare it genuine. Their own examiners have previously examined the boy and, with the Scoutmaster and the Scout Executive have certified him to the Court of Honor.

The function of Review is fundamentally to **encourage** the lad and dignify the Court's approval. To this end, the lad stands ready to be questioned not in a critical sense (that has **been** done by the examiner) but in a sympathetic manner giving the lad on his own initiative a chance to tersely tell the Court something about his "hobby." This right (or obligation) to review is clear cut and inherent in the responsible nature of the Court of Honor.

Needless, cornering questions which consume time, and perhaps humiliate the boy (or the inquisitor as the case may be) cannot be justified in a Scout Court of Honor.

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e.) Conferring Awards

While practice varies somewhat as to details, yet it is under the authority of the Court of Honor that the awards of badges are made.

Following the lad's proper justification to the Court of the progress certified to it, it is eminently fitting for the Court to confer upon the lad, with a public ceremony of simple dignity, the recognition of the Movement.

Such achievement naturally is to be considered not as the goal but as a stepping stone for only that growth is significant which leads on to yet further growth. The scheme and ceremony of awards can do much to foster growth by showing the boys what interest the leading citizens have in the boy's advancement.

BOY SCOUTS OF AMERICA

Secretary of the Examining Board,
Newark Council Court of Honor:—

The following Scouts from Troop Number_____ will be present on Tuesday evening _____ (date) for examination in _____ Class requirements. All have been examined and are fully prepared, both in outdoor and indoor requirements

NAMES	NAMES	NAMES

Signed,

_____
Scoutmaster

Our troop meets on _____ evenings. We should like assistance at our meetings in the following subjects

The New Council

To the Executive taking up work with a newly organized Council, the Court of Honor problem will early arise.

The old troops accustomed to independent action and standards must be reconciled to the new machinery and must cooperate therewith. Careful conferences with all concerned, with adequate time to "educate" them, will be time well spent as it will oft save later trouble.

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Getting Scoutmasters to help recommend competent examiners and instructors will early give them added confidence in the Court and its work.

Newark Council, Boy Scouts of America

Examination Record at Court of Honor _____ 19

SCOUT _____ TROOP _____

Second Class	Rank	Examiner	First Class	Rank	Examiner
Troop Organization			Signaling—Sending		
Gen. First Aid (a) and (b)			" Receiving		
Antiseptics			First Aid—(a)		
Carrying Injured			(b)		
Triangular Bandage			(c)		
Cravat "			(d)		
Roller "			(e)		
Tourniquet - Splints			(f)		
Artery and Vein Injuries			(g)		
Slings			Map Reading		
Signaling—Sending			Map Making		
" Receiving			Compass		
Compass			Scout Recruit		
Result of Examination			Result of Examination		

Scout Commissioner — Scout Commissioner.

Court of Honor Procedure

It is very desirable to have the Scouts who have achieved **progress** appear before the Court of Honor as an **awarding** body. Such a body is logically made up of dignitaries, outstanding men in the community whose official action is significant to the boy and to his parents.

With any volume of awards to be made or indeed with but a few it is quite difficult to try to combine the functions of award with those of painstaking careful testing, which must be done by some one with specialized technical fitness for it.

It is required that the scout "personally appear before at least three members of the Court of Honor."

How may this best be done?

By division of labor.

(1) **Instruction**

a) by the Scoutmaster in certain subjects.

b) By special experts in technical and merit badge subjects.

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(2) **Examination** by this certified group of Instructors and Examiners in advance of the meeting of the Court.

(3) The Examiners **certify the fitness** of the scout to the Court of Honor with the countersignature of scoutmaster and Executive.

(4) The Court **reviews, approves** or disapproves, and presents its **awards.**

While in many councils the review is very formal and very brief, the Court of Honor should recognize that it is responsible for seeing that standards are maintained.

When the lad "personally appears" before them, they may fitly enquire into what he has done to meet the requirements and merit the O. K. of the corps of Examiners.

An actual statement of **what was done** from the examiner may be illuminating.

It is well to remember as stated elsewhere in this chapter that the boy is not being subjected to jury trial or to cross questioning, he is before the Court with evidences of progress made, to have those evidences "vised" and to be so handled that the award of recognition for his progress shall confirm him in yet further progress.

It seems sound to have him bring before the Court **things made** or in some way demonstrate or tell the Court **briefly** about his specialty and what he has done in it.

The Lincoln, Nebraska, Council requires a scout who is presenting himself to the Court of Honor for First Class examination to bring with him:

1. Written account of fourteen mile hike. **The account** should be written in ink or with typewriter and on one side of the paper only.
2. "Twist" he has made and baked on a stick.
3. Map he has drawn of country one half mile square or of equivalent size containing at least fourteen symbols, including scale and compass direction, drawn in ink. No writing except title plate containing name, troop number and rank, also location of territory mapped.

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4. Article of carpentry he has made.
5. Collection of leaves of ten trees or photographs personally taken of birds or tracks.
6. Map of stars showing astronomy requirements.
7. Evidence from school, parent and scoutmaster that requirement No. 11 has been lived up to.

Indeed with nearly seventy merit badges a terse succinct bird's-eye-view of the lad's work by himself should carry valuable thoughts to the Court which probably knows less about many badges than does the boy who has earned it. This of course was not true of the specialist examiner who **previously** made the boy meet high and exacting standards and who certifies thereto.

CHESTER COUNTY, PA., DUTIES, POLICY AND ORGANIZATION OF THE DISTRICT COURT OF HONOR

1. A chairman is appointed to preside at all of the sessions of the Court.
2. At least five men should be members of the District Court of Honor.
3. District Court of Honor should meet monthly.
4. Expert examiners are appointed to examine in subjects with which they are familiar. These men form the examining board of the District Court of Honor.
5. After being passed by an examiner the Scout should appear before the District Court of Honor (with at least three members present) at its regular monthly meeting with his signed application for Merit Badge. The recommendation of the examiner is accepted, provided the Scout measures up to the recommendations when questioned by the Court.
6. When the Scout has passed the requirements to the satisfaction of the Court, his application is signed and forwarded to Chester County Headquarters.
7. A public presentation should be made of Merit Badges or certificates. This meeting should be a public one with all Scouts, parents and friends attending. At this occasion a talk may be made on choosing a vocation, using Merit Badge studies as a basis. An inspiring talk on Scout Advancement may be given, urging the Scouts to strive for further honors, including Life, Star and Eagle grades.

Certificates, Merit Badge Applications and additional information will be gladly furnished free of charge by the County Headquarters.

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Court of Honor Set-up and Operation

Executives Shaw and Drake of District of Columbia suggest division of labor; the main court for Merit Badges and a special committee thereof authorized for second and first class work. The latter is called the Committee of the Court of Honor for First and Second Class tests.

A. Merit Badge Court of Main Court.
   1. Membership—Five or more qualified citizens.
   2. Meetings—Either once or twice a month, omitting July and August.
   3. Organization—
      Chairman—A Vice President of the local Council.
      Secretary—The executive or a member of Headquarters staff.

Where there are many applicants, court is divided into several sessions with three or more men in each, meeting in separate rooms.

   4. Procedure.—
      Scouts received one at a time; salute court; and are reviewed in subject; Merit Badge application blanks, properly endorsed by expert examiner, being already in hands of Secretary of Court. Most Councils require these to be returned from examiner two to ten days before meeting of Court.
      Review sufficient to satisfy Court that scout is properly qualified for badge.
      After review Scout salutes and retires.
   5. Presentation—
      Under direction of Court of Honor, at times and places designated by them—generally, a public function, with Chairman of Court, or important dignitary to award badges.

B. The Committee of the Court of Honor for first and second class tests.*
   1. Function—
      To review second and first class tests, and certify scouts as qualified; thus maintaining the same standards for all troops. Court does not **examine** Scouts; this is done by **Scoutmaster** for indicated tests, and by special examiners approved by court, for Signaling, First Aid, Map Making, and frequently for Nature Study.
   2. Membership—
      Deputy Commissioners and selected representative citizens or Troop Committeemen endorsed by Court of Honor; or Committee of Court itself.

*NOTE—This committee shall include such deputy as provided in Art. XV, Sec. 3, National By-Laws, see Constitution and By-Laws, Appendix A.

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3. Plans of Operation—
   (a) One Court meeting at a central place, before whom all Scouts appear, Court subdividing if there are many applicants.
   (b) District Courts for each district, usually with Deputy Commissioner for that district as Chairman.
4. Meetings—(Usually once or twice a month).
5. Organization—
   Chairman and Secretary and their other members. Chairman usually a Deputy Commissioner.
6. Procedure—
   Scouts appear singly, presenting approved form certifying to completion of tests. Court reviews work done, satisfying itself that standards have been maintained and is privileged to question first class applicant, also on his second class and Tenderfoot Tests.
7. Presentations—
   (a) Tenderfoot and Second Class Badges usually presented by Scoutmaster at regular troop meeting.
   (b) First Class badge usually presented by member Troop Committee, or some Scout Official not connected with troop; and often with elaborate ceremonies. (See Scoutmaster's Handbook for appropriate Investiture Ceremonies).

For many Councils the weak place in the above outline will be that two sessions are assumed, one to **review and approve** and one to **award.** It is easily possible to **unite these into one session** by regulating the number of candidates by the frequency of Court Sessions, and in large communities by the number of District Courts which subserve these functions for their individual districts.

In such cases of district organization it is sometimes found desirable to hold a big central union court for life and star and eagle and Honor Medal scout awards.

The Rochester, N. Y., Court of Honor is an example. The city is divided into five divisions, each division having a separate Court of Honor with Chairman and 5 members. Each District Court of Honor meets once in five weeks, so scheduled that one Court is in session each week. Although each Court meets in its own division, it is possible for a boy to attend any

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Examination.

Certified examiners are approved only after a review of their qualifications by the court of honor. No scoutmaster may be certified, except for camp or service out of his district; never for work with his own troop or those of his community.

In determining the ranking scout of the council the possession of Merit Badges is not the deciding factor.

Composition.

The Court of Honor is composed of—

A Chairman who is also a member of the Executive Com., the vice president Training Dept., the vice president Inspection and Award Dept., a clerk, who is the ranking Eagle Scout of the Council, twelve men, all members of the Council.

Regular Meetings are held quarterly for award.

Meetings monthly of the Committee of Three for reviewing credentials of scouts having passed examinations. This review does not, cover the subject of the examination. The examiner's certificate is sufficient. It does deal with the applicant's knowledge of the tenderfoot, second and first class work and his general attitude towards Scouting. The reasons for acquiring the badge applied for and encouraging future activity.

Place of meeting is the Court House. Open to public.

Program:

The Function of the Court of Honor (by a visiting council officer).
An Interpretation of the Scout Oath (by a scout).
Recitation of Scout Oath.
Recitation of Scout Law (Tenderfoot Scout).
Tenderfoot, second and first requirements (Scout).
Presentation of First Class Badge (Prest).
Investiture of Full Scout (Commissioner).
Interpretation of Merit Badge grade and requirements for Life, Star and Eagle badges (by a merit badge scout).
Presentation of Merit Badges (by Chairman).
Presentation of government or community service awards (by citizens).
Dismissal. Pledge of allegiance to the flag.

Program announcements are made by the Clerk of the Court.

The Scout Executive takes no part in this program. The Court sit in one group, the commissioner and staff in an other and the clerk with officiating scouts and citizens in the third.

The council as such take no part in the ceremony.

The idea is to make this a relatively serious ceremony. No songs, scout yells or other forms of entertainment used.

The Scouts are seated in troops.

Meetings are held in the County Court room.

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SAN FRANCISCO COURT OF HONOR ORGANIZATION

The Chairman must be a member of the Executive Board.

The other members of the Court of Honor chosen from the Local Council membership, and include President of the City Board of Health; representative of American Red Cross; Scout Commissioner; three physicians; a Judge and three business men. The Court of Honor operates through its Board of Examiners composed of experts selected by the Court as qualified to examine boys for Merit Badge work. Meetings are held during the second and fourth weeks of each month in the afternoon, and one meeting is held each month at night for the benefit of employed boys. The Court meets in the Court-room of one of the Judges of the city, and the boys are seated according to rank, being called one at a time before the Court, where he is questioned regarding his examination, and at which time he submits certificate of qualification. The Scout appears before the Court of Honor in much the same way that he does during his final examination. Various members of the Court alternate in making the address of presentation.

VOCATIONAL GUIDANCE PROGRAM

INTERVIEWS ARE HELD BY MEMBERS OF THE COURT OF HONOR WITH BOY SCOUTS RELATIVE TO THEIR VOCATIONAL PROBLEMS, AND AN EFFORT IS MADE TO PLACE BOYS IN OCCUPATIONS HOLDING THE BEST ADVANTAGES FOR ADVANCEMENT.

This last function is at once interesting and suggestive. Boys have a real right to such opportunity.

MIDDLETOWN, OHIO

The Court of Honor of the Middletown, Ohio, Council is composed of a Chairman and nine members each in charge of a section as shown below. Each secures experts for all of his subjects.

Sciences—8 Badges; Physical—6 Badges; Fine Arts—5 Badges; Mechanical Arts—11 Badges; Nature Study—6 Badges; Civics—4 Badges; Crafts—7 Badges; Outdoor—6 Badges; Agriculture—7 Badges.

WICHITA, KAS.

There is excellent advice in the suggestions of Scout Executive B. B. Davison of Wichita, Kansas: "The Court of Honor proceedings should be pretty well the same the country over. It should be worked out and given to the men to follow. They have little time to work out such a ceremony. Simplicity and brevity should be the paramount features. **It should allow the Scout to place his mind on the meaning of the ceremony, rather than on the ceremony itself and doing or saying it right."**

Based upon this suggestion the following suggestive scheme is presented:

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Suggested Outline Program For Public Court of Honor Meeting

D. W. Lawrence—Field Dept.—National Council

1. Entrance of members of Court.
2. Bugle—Scout Call.
3. Formal entrance of candidates for awards.
4. Invocation suited to mixed religious group.
5. Pledge of allegiance to flag.
6. Second class, First Class, Merit Badge } awards, with suitable investiture ceremony, including brief review of scouts by members of Court.
7. Talk by Chairman, or a specially invited speaker, emphasizing ideals of Scouting, Oath and Law, and especially the value and importance of advancement in Scouting.
8. Scout Oath.
9. Star Spangled Banner by all present.
10. Taps.

CHICAGO COURT OF HONOR

INSTRUCTION—By Scoutmaster and certified instructors.

EXAMINATION—By certified examiners; checked up—
By First and Second Class Courts of Review.

AWARDS—Tenderfoot Pin—Scoutmaster and Troop Committeeman
Second Class Pin—Scoutmaster and Troop Committeeman
First Class Pin—District Court of Honor
Merit Badges—District Court of Honor
Life, Star, and Eagle Awards—Central Chicago Court.

All awarding done in public Community gathering.

Instruction in each subject standardized by conferences and training of special examining boards from all over the 7 districts of the city.

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CHAPTER X

SCOUT HEADQUARTERS AND ITS WORK

by

Scout Executive C. A. Worden, Queens Borough, N. Y.

EDITORIAL NOTE:

Scout Headquarters exists primarily to RENDER SERVICE and PROVIDE INFORMATION. To do either of these intelligently necessitates RECORDS. Results can be measured only as results are KNOWN. Weaknesses can only be detected as records periodically reveal FACTS.

What records therefore, must the effective Council maintain?

1—ACCURATE AND APPROVED AND PERMANENT MINUTES of all Council and Committee meetings. (These are the source of executive authority. This will include record of budget, reports, etc.)

2—LETTER FILES containing copies of all correspondence involving decisions, policies, purchases, relationships, including instructions to paid staff.

3—ACCURATE RECORDS OF ALL INCOME and EXPENDITURE items with original bills and receipts. (This is essential to protect the Executive as well as the Council. These should be professionally audited at regular intervals.)

4—TROOP REGISTRATION including man and boy personnel kept down to date.

5—COURT OF HONOR RECORDS OF SCOUT PROGRESS. These should reveal the ranks of all scouts.

6—CAMP RECORDS of attendance, finances, and general results.

7—TURNOVER records of boys and leaders, showing age, rank, years of service and CAUSE of loss.

8—TALLY SHEET—A perpetual summary on all work is easily kept by adding daily changes.

The time has passed when a desk, a chair and a telephone—to say nothing of the proverbial hat—form the business office. Even the modern country store, in the interests of efficiency has given up its old round stove, and its saw-dust box around which the village orators and gossips congregated on chilly days.

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"Efficiency," that more or less new and widely used word with which modern business has recently formed a speaking acquaintance has revolutionized that world and converted the slip-shod business man into the Executive of the present time.

Progressive business today results only after efficiency methods have been adopted. The modern man is not fair to himself—to say nothing of those whom he represents—until he has become a student of efficiency.

To the Scout Executive, his Headquarters presents the first problem to be dealt with along the lines of efficiency.

One of the general criticisms heard regarding social and religious organizations is that they are not conducted on a business basis.

Office organization is a problem to which Scout Executives frequently give very little heed. Many are prone to put time, thought and energy into elaborate troop, field and Council organization schemes, which may not reach beyond the paper stage, and ignore entirely the fundamentals of their own office organization. This is a grave short-coming.

Office organization, no matter what the size of the field, will more or less naturally shape itself under three different heads, viz:—

1. **The office and its equipment;**
2. **The staff and its functions;**
3. **The systems used in carrying on the work.**

1. The office and its equipment. The Scout Executive's office is the fountainhead of Scouting in the Community. As people are judged by the company they keep, so will the Scout organization be judged, in large measure, by the appearance of Scout Headquarters. In many cases, upon entering an office one is immediately confronted with a counter and show-cases, giving the impression of a store and its attending commercialism, rather than that of a dignified business office. Posters are placed hit or miss upon the walls. Packages and boxes litter the floors. Truly, the first impression is not one that would breed confidence. The effect upon the staff is as unwholesome as it is upon the casual visitor.

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The following, which are basic principles, should be borne in mind.

1. Locate the office as centrally as possible to the field covered. If possible, it should be in a prominent building with other well-established organizations or concerns.

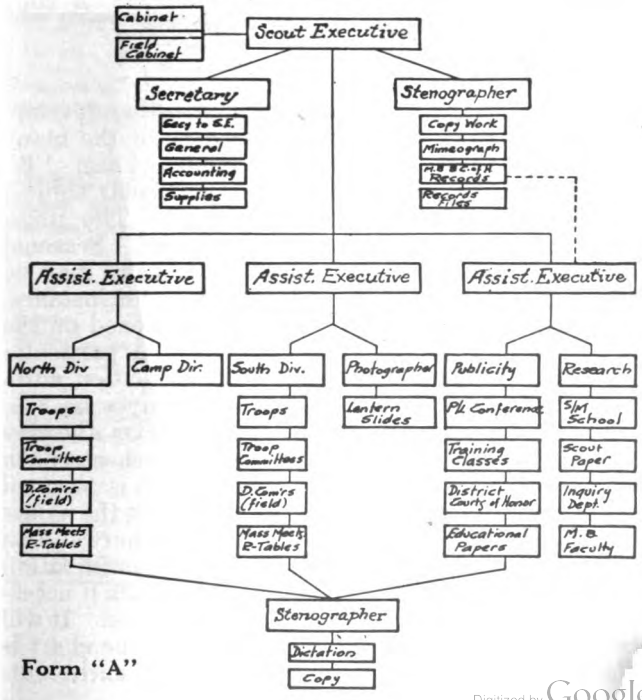
2. Standardize the office furnishings, by having the desks, files, cabinets, chairs, and other furnishings of the same finish and style.

3. Instead of posters on the walls, framed pictures of Scout activities speak eloquently of the progress being made, and give a more cheerful appearance.

4. If conditions permit, have a general office, for the clerical force, and private offices for the Executives.

5. Arrange the desks and files so that the routing of the work is done economically and in an orderly manner.

6. Tidy desks vouch much for the efficiency of the ones using them.



Form "A"

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Remember that Scout Headquarters is a place of and for business and it should **not** be used as a club room, a "hang-out" for men or boys, a museum, a storeroom nor a store. It should stand as a **SERVICE STATION** to those engaged in the conduct and promotion of Scouting. It should be a place for inspiration and information. It should be the record office for the archives of Scouting in the Community.

2. The staff and its functions:

Plan, and then state graphically, the functions of each one on the office staff. The plan will depend largely, of course, upon the size of the staff and the field covered. However, certain fundamentals are general. Form "A," on the preceding page, outlines the staff organization of one local Council. A copy should be in the hands of each employee.

For the Scout Executive himself, a further development of this plan is necessary because of the many matters passing through his hands. Form "B" automatically calls up daily some particular subject which might otherwise be overlooked. The items shown on the chart are standard activities. Seasonal activities and those which arise occasionally may be noted as they arise. It is not intended, for instance, that the "Court of Honor" is to be convened on the day shown on the chart, but that on that particular day, the Executive has called to his attention automatically any problems arising which must be considered in connection with the Court. On the day assigned for "Accounting" the Executive checks back on this subject with the staff member who is assigned to that particular task. In large territories, the names of towns or Districts are inserted on the chart and on the designated day the Executive gives consideration to conditions in those sections, checking back if necessary with the assistant, in whose field they lie. It will be seen that the system is flexible and if the chart is placed under a glass mat on the desk, the entire out-

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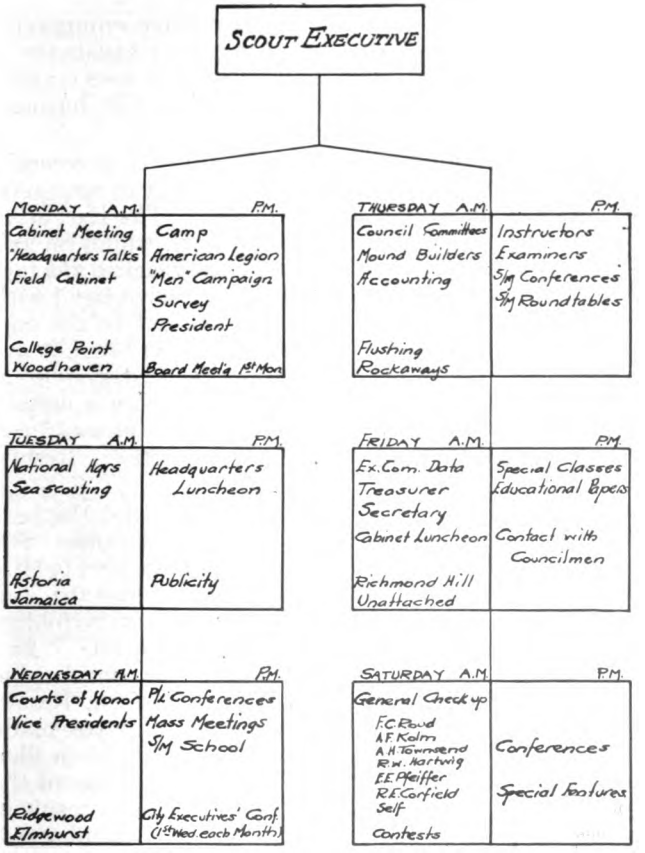
line of the Executive's duties are constantly before him while the files are reposing in the cabinet ready for reference when necessary. This same system could be very easily extended to cover the weekly routine of every one on the staff.



Form "B"

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3—SYSTEMS

Letter Files

Particularly to the uninitiated systems and files sometimes present real problems and cause waste efforts. Each Executive should, therefore, study his requirements carefully, and if then unable to develop a workable and efficient system, call in a specialist from one of the houses supplying office equipment. These men will usually be glad to render assistance in return for an order for supplies. Some houses employ specialists whose services are free to the business public.

As an example of poor system, the writer recently found a very elaborate method for filing communications to and from the National office. The Executive had a separate file for each party with whom he had been in correspondence. He had not weighed the fact that whereas Mr. Brown might today correspond with him on a given subject, Mr. Jones might be the correspondent the next time the matter was brought up. In another office, an elaborate numerical system of filing was found and when asked to secure a certain letter (as a test of the system) such a letter could not be found and many other files were searched. Result: —No letter.

Through experience, the writer has found the best system to be the alphabetical with variations. For example: all letters of a general nature are filed behind plain alphabetical guides. Correspondence to and from the National Council is filed in monthly folders behind the general guide "B"—sub-guide "Boy Scouts of America." In instances where considerable correspondence is passing to another Council, Brooklyn or Manhattan, for example, separate files are made out and labelled for those councils and are then filed behind the general guide "B" or "M" in either of the cases cited. Matters frequently arise which result in many letters, as in the case of the "Jamboree," "Older Boy Problem," etc. Separate folders are prepared for each subject and are filed alphabetically behind a major guide; ("J" or "O" in the above two

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cases). For troop correspondence, it has been found most convenient to have a separate folder for each troop into which are filed letters, etc., from any source which may pertain to that particular troop. With the departmental plan of organization as developed in Queens, there are separate files for each department and committee thereof. This system is practically "self-controlled."

Above all things it is recommended that files be kept in a neat and tidy condition and up-to-date. Do not overcrowd the file folders as the letters are thus easily disarranged, and frequently damaged.

Cross Filing Device

Editorial Insert

Mr. E. S. Martin, Secretary of the National Editorial Board has an excellent, simple and inexpensive filing system for letters.

When a letter is written, two carbon copies are made—one on white paper which is placed in the subject files, with all other correspondence thereon—the other on green paper which is placed in an alphabetic file under the initial of the name of the addressee and with a notation on the sheet that the other carbon is in a certain subject file. e. g. letter from Mr. Brown on Court of Honor—the original letter and the white carbon are filed under Court of Honor in the subject file, while the carbon on the green paper is filed under B in the alphabetic file with a marginal notation to see Court of Honor.

The alphabetic file takes up very little space, and is less trouble than the customary "carding"—as it is made when the letter is written.

Registration

Troop registration (or charter blanks) and additional enrollments should be copied when received at the Council office and one copy filed in a folder similar to that shown in Form C. This set of folders properly separated by troop numeral guides contains the active Troop enrollment of the Council. When the charter application expires and is renewed or when the troop is considered "dead," the papers are taken out of these folders and filed in the regular troop letter file.

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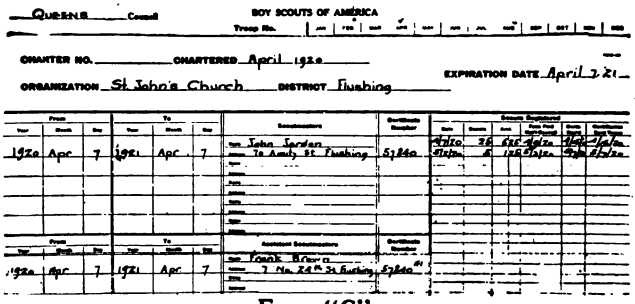

QUEENS Council

BOY SCOUTS OF AMERICA

Troop No.

CHARTER NO. CHARTERED April 1920

EXPIRATION DATE April 7 21

ORGANIZATION St. John's Church DISTRICT Flushing

From Year	From Month	From Day	To Year	To Month	To Day	Scoutmaster	Certificate Number	Scouts Registered Date	Scouts Registered Name	Scouts Registered Age	Scouts Registered Date Period Reported	Scouts Registered Date Period Reported	Scouts Registered Date Period Reported	Scouts Registered Date Period Reported	Scouts Registered Date Period Reported
1920	Apr	7	1921	Apr	7	John Jordan 70 Amity St Flushing	57840	4/7/20 5/12/20	26 5	626 126	4/9/20 5/12/20	4/15/20 5/12/20	4/15/20 5/12/20		

From Year	From Month	From Day	To Year	To Month	To Day	Assistant Scoutmaster	Certificate Number
1920	Apr	7	1921	Apr	7	Frank Brown 7 No. 24th St Flushing	57840

Form "C"

Desk Systems

The desk is the business man's work bench. It is a poor workman who cannot find his tools when needed. Study, therefore, the desk requirements and organize accordingly. A cleared desk is soothing syrup for overwrought nerves. A littered desk reminds one of the dog chasing his tail—a great deal of effort which does not get him anywhere. As suggestions: The upper left hand desk drawer can be used for the "days work" file; the drawer beneath as a temporary file for letters, replies to which are on the stenographer's note book; the bottom drawer, if there be one, for miscellaneous matters. The middle drawer—which is usually the scrap basket of the desk—can be converted into any orderly resting place for the tools of the Executive—pencils, pens, ruler, scissors, blank cards, etc. The upper right hand drawer holds the "tickler" and desk filing systems; whereas the large deep drawer underneath, equipped with letter folder arranged by months and days becomes the follow up file which brings correspondence and memoranda to the Executive's attention at specified times. Handy to the desk, a sectionette file will hold "matters pending" in folders indexed to suit the circumstances. Trays on the desk for "outgoing," "incoming," "file," etc., will help to "Keep the house in order."

In preparing for an efficient desk be careful to guard against an opposite extreme—i. e., the over-systematized desk.

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Discard roll top desks as their pigeon-holes are only receptacles for jobs which "will be done tomorrow," but which in reality are never done.

SYSTEMS

Card Systems

Card systems should be adopted wherever possible. These should be as simple as is consistent with efficiency and good business practice. The cards should not be "loaded up" with a mass of detail for which Headquarters is absolutely dependent upon the field and which is seldom obtained. Always remember that Scoutmasters are volunteers. They are not paid as Executives. They are not paid to promote Scouting and they usually abhor detail. Incomplete statistics are as bad as none at all.

In the main, card systems are recommended for the following:

1. Individual record card (Form D) for each enrolled Scout. This card to be filed alphabetically behind a general guide card signifying the troop number. The information on this card is to be taken from the troop registration, and is to be supplemented by information as to the Scout's advancement supported by certificates of tests passed which may be filed behind the card.

Johnson, John — Troop 4 Jamaica

Address 300 Fulton Street — Enrolled: From 1/3/20 — To 1/3/21

Phone

Date of Birth 3/10/07

Religion — Nationality

School

Employer

First Enrolled — Transferred

Tenderfoot 1/3/20

Second Class 3/1/20

First Class 9/2/20 — AP/L

Life Scout — Associate — P/L

Star Scout — Veteran — AS/M

Eagle Scout — Honor — S/M

Form "D"
Individual Record Card
Size 4" x 6"

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(Form F—Tenderfoot) (Form G—2nd Class) (Form H—2nd Class reverse) (Form I—1st Class) (Form J—1st Class reverse). On the reverse side of the card, (Form E) all Merit Badges should be listed, and dates inserted as tests are passed. Metal tips placed over the tops of the cards in certain positions will show the ranks of the Scouts.

In the event that a Scout does not reregister when his membership expires, his card is taken out of the Troop file and placed in a "dead" file, alphabetically arranged.

2. Card index of Scoutmasters and Assistant Scoutmasters and Councilmen (Form K). Some Councils also "card" the Troop Committeemen.

3. Cards naming the expert examiners and Merit Badge Faculty so cross indexed as to show:

First Aid	Electricity
Phys. Dev.	Firemanship 10/15/20
Athletics	F. A. Animals
Personal Health 10/15/20	Forestry
Public Health 10/15/20	Gardening
Life Saving	Handicraft
Pioneering	Horseman
Agriculture	Interpreting
Angling	Leather
Archery	Machinery
Architecture	Marksman
Art	Masonry
Astronomy	Mining
Automobile	Music
Aviation	Painting
Bee Keeping	Pathfinding*
Bird Study*	Photography
Blacksmith	Plumbing
Bugling	Poultry
Business	Printing
Camping*	Safety First
Carpentry	Scholarship
Chemistry	Sculpture
Civics*	Seamanship
Conservation	Signaling
Cooking*	Stalking
Craftsman	Surveying
Cycling	Swimming
Dairying	Taxidermy

*REQUIRED FOR EAGLE SCOUT

Form "E"
(Reverse side of Form "D")

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a—The names of the men, etc. (Form L).
b—The subjects they are qualified to handle (Form M).

QUEENS COUNCIL, BOY SCOUTS OF AMERICA
320-322 Fulton St., Jamaica, L. I.

TENDERFOOT CERTIFICATE

(To be filed at Council Headquarters)

Troop 4, Jamaica (Locality) has accepted
(No.)
Johnson, John as a member. He was
(Last Name) (First Name)
born 3/10/07 (Date of Birth) and lives at 300 Fulton St. (Street Address)
On January 3rd, 1920 he passed a satisfactory examination in the Tenderfoot Requirements before me.
Theo. Snyder
(Scoutmaster or Asst. Scoutmaster)

I enclose 5 cents for which please send Tenderfoot pin.
I enclose 50 cents for registration until expiration of troop.
(1 to 3 mo's, 20 cents; 4 to 6 mo's, 30 cents; 7 to 12 mo's, 50 cents)

Office Record

Reg. Rec'd , 192
Reg. to , 192
Re-reg. to , 192
Re-reg. to , 192
Re-reg. to , 192
Re-reg. to , 192
Re-reg. to , 192
Trans. from Tr. to Tr. , 192
Trans. from Tr. to Tr. , 192
Associate Scout 192

Pin sent
Card sent

Form "F"
Filed behind Form "F")
Size 4" x 6"

QUEENS COUNCIL
BOY SCOUTS OF AMERICA

March 1st, 1920

This is to Certify that I have examined Tenderfoot Scout John Johnson of Troop 4 Jamaica in all Second Class requirements except No. 2, and that he has passed a satisfactory examination in accordance with the Official Handbooks and the Queens Council regulations.

Theo. Snyder
Scout Master.

J. Jurasched
Deputy Scout Commissioner

(Certificate for Requirement No. 2 on Reverse Side.)

Form "G"
(Filed behind Form "F")
Size 4" x 6"

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A study of systems in use by a number of Councils discloses the fact that when a Scout enrolls as a Tenderfoot a card is made out for him and that when he reaches Second Class and finally First Class rank additional cards of special design and color are made out for his file record. Much of the data which appeared on the original tenderfoot card is in each case rewritten on the file card of the next highest rank. This necessitates an additional cost for extra forms as well as

---

(FIRST AID)

Certificate for Requirement No. 2—Second Class

Feby. 10th. 1920

This is to Certify that I have examined Tenderfoot Scout John Johnson of Troop 4 America in Second Class Requirement No. 2, and that he has passed a satisfactory examination in accordance with the Official Handbooks and the Queens Council regulations.

J. Brook, M. D.
Examiner.

Form "H"
(Reverse side of Form "G")

QUEENS COUNCIL
BOY SCOUTS OF AMERICA

Sept. 2nd 1920

This is to Certify that Second Class Scout John Johnson of Troop 4 Ann. has passed all First Class Requirements, expert and non-expert, as per data given on reverse side of this certificate, and is entitled to appear before the Court of Honor. Tests have been passed in accordance with the Official Handbooks and the Queens Council regulations.

H. G. Wells
Secretary,
District Court of Honor.

Theo Snyder
Scout Master.

Form "I"
(File behind Form "G")
Size 4" x 6"

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considerable labor in transcribing. Form "D" in this Chapter gives data space to carry a Scout's record from Tenderfoot rank through all the grades up to that of Scoutmaster without change. A little metal tip or "flag" placed in a predetermined location at the top of the card immediately signifies the rank of the Scout without even making reference to the card.

NON-EXPERT TESTS
(Scout Master's Tests)

		Date.	Examiner.
1.	Swim	6/10/20	Theo Snyder
2.	Thrift	6/5/20	Frank Doyle
4.	Trip	5/30/20	Theo Snyder
6.	Cooking	7/4/20	Theo Snyder
8.	Ax-Handicraft	7/4/20	Theo Snyder
9.	Judging	7/7/20	Theo Snyder
11.	Use of Law	8/3/20	Theo Snyder
12.	Recruit	8/7/20	Theo Snyder

(Recruit's name Alfred Smith)

EXPERT TESTS
(Tests to be passed by Authorized Experts)

		Date.	Examiner.
3.	Signalling (System Semaphore)	8/10/20	A Holm
5.	First Aid	8/20/20	J B Wood
7.	Map	7/30/20	J Engelhart
10.	Nature Study	7/5/20	A H Townsend

Form "J"

(Reverse side of Form "I")

BOY SCOUTS OF AMERICA—CHICAGO COUNCIL
SCOUTMASTER'S RECORD

Name ..... Troop No. ——
Address—Business ..... ——
Residence .....
Telephone — Business ..... Residence .....
Occupation ..... Married? ——
Church Preference ..... Education ——
First Commissioned ..... 19 ..... Age ..... Comm. No. ——
Commissioned to ..... 19 ..... 19 ——
..... 19 ..... 19 ——
..... 19 ..... 19 ——

Form "K"

One colored card for Scoutmaster
Another color for Asst. Scoutmaster

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Name Linson, K. K. M.D.

Address 688 Hatch Avenue, Woodhaven

Phone Richmond Hill 1796

Recommended by

Approved by Exec. Comm 1/10/20

Examiner in First Aid, Personal Health and Public Health

Special Examiner for

Remarks: Troop Surgeon - Woodhaven 8

Form "L"

Merit Badge Faculty
Size 4" x 6"

Subject—*First Aid*	*Woodhaven*
Examiner—*Linson, K. K.*	
Address—*688 Hatch Ave.*	

Form "M"

Merit Badge Faculty

NOTE—Form L is filed by the **name of the instructor.** Form M is filed by the **subject.**

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Miscellaneous Forms

The "Scoutogram"—Form N–has proven very effective in securing prompt action when letters have failed. The envelope in which the form is mailed is very similar to that used by the telegraph companies.

Form "N"—Scoutogram

Inspection Report

Form O with the reverse side shown in Form P is invaluable to field men on inspection trips.

Troop No.....Deputy.....
Scoutmaster.....
Address { Home.....Phone.....
Business.....Phone.....
Troop Headquarters.....
Address.....
Day of Meeting.....Time.....
A. S./M.....
Address { Home .....Phone.....
Business .....Phone.....
A. S./M.....
Address { Home.....Phone.....
Business.....Phone.....

Form "O"—Inspection Report—(Lefax Size)

FIELD REPORT

Date Visited	Attendance	Troop Enrollment						Remarks
		S.M.	A. S.M.	1st Cl.	2d Cl.	T. Ft.	Candidates	

Troop Committee:

Expiration Date

Req'n Rec'd

Head of Inst.

Form "P"—(Reverse of Form "O")

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For reporting visits to troops by Field Executives and Deputy Commissioners, forms similar to "Q" are much in use. The original is punched for filing in a loose leaf record book, and the duplicate is kept by the official making the inspection.

QUEENS COUNCIL, B. S. A.
BOY SCOUTS OF AMERICA
320-322 Fulton Street
Jamaica, L. I.

FIELD REPORT

Troop.....
Date Visited.....
.....in charge
Place of Meeting.....Address .....Hour.....
In Attendance, Tenderfoot.....Second Class.....First Class.....Assistants.....Visitors.....
Registered, Tenderfoot.....Second Class.....First Class.....Assistants.....Visitors.....
Condition of Troop.....
Appearance .....
Department .....
Recommendations .....
Remarks .....
Submitted by—Name .....
Title.....

Form "Q"—Field Report

NOTE—Summaries of Field Reports will give totals in each rank.

Order Form

An effective and business like Order Form is shown as "R". The carbon copy is run from the same press impression, but is punched on the left margin for filing in a loose leaf book, size 8½" x 11".

PHONE JAMAICA 880

QUEENS COUNCIL
BOY SCOUTS OF AMERICA
320-322 FULTON STREET
JAMAICA, L. I.

ORDER NO.

TO

PLEASE DELIVER THE FOLLOWING MATERIAL

TO

VIA PARCEL POST
FIRST CLASS MAIL
EXPRESS

MAIL DUPLICATE INVOICES FOR EACH ORDER TO THE QUEENS COUNCIL.
ORDER NUMBER MUST APPEAR ON INVOICES.

Form "R"

QUEENS COUNCIL
BOY SCOUTS OF AMERICA

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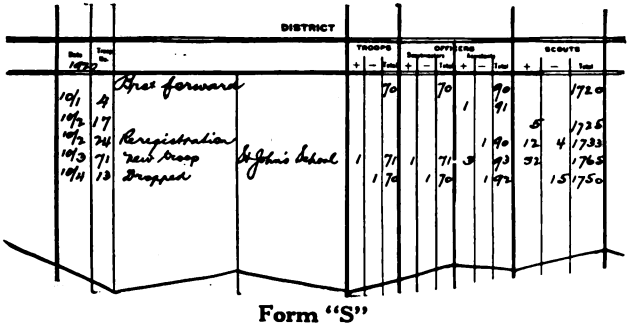
A perpetual inventory of Troop and Scout strength may be kept through the use of Form "S." Each registration passing through the Executive's office is entered on this sheet which is filed in a loose leaf binder. In the minus column is entered the number of Troops, Officials and Scouts dropped upon reregistration.



Form "S"

Perpetual Troop and Scout Inventory

Qualification Blanks

Great care should be used in the selection of expert instructors and examiners for Scout troops. No one should be permitted to act until his qualifications were approved by the proper council authorities.

Form T is recommended as a document for use in cases of this kind.

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QUEENS BOROUGH COUNCIL
BOY SCOUTS OF AMERICA
JAMAICA, L. I.

COLLEGE POINT LONG ISLAND CITY FLUSHING
RICHMOND HILL JAMAICA ROCKAWAY WOODHAVEN

MEMORANDUM OF QUALIFICATIONS

FOR EXPERT INSTRUCTOR OR EXAMINER

Date 191

Name .....

Address (Residence) ..... Telephone .....

Address (Business) ..... Telephone .....

Graduate of ..... School, Year .....

" " ..... College, Year .....

" " ..... Professional School, Year .....

Present Occupation .....

In certain cases where Technical or Professional training has no bearing upon the qualifications of an Expert, it is important that such facts of experience in the particular field should be given as will justify the Court of Honor in approving the candidate.

It is suggested that Experts may give candidates many valuable ideas from their own larger experience and thus broaden their outlook beyond the formal requirements of the Handbook. For examination, however, we cannot in the interests of justice and uniformity go beyond a liberal interpretation of the Handbook requirements.

EXPERIENCE .....

Form "T"

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As a transmittal blank for papers passing between members of the staff, Form "U" has met with success.

Mr. Beals
Mr. Engelhart
Miss Hartwig
Mr. Kolm
Mr. Roud
Miss Pfeiffer
Mr. Worden

PLEASE HANDLE EXPEDITIOUSLY

For attention.....
" approval and forwarding to.....
" approval and return.....
" comment and return.....
" filing.....
" noting and filing.....
" noting and forwarding to.....
" noting and return.....
" report and return.....
" .....

Date.....
By.....

Form "U"
Transmittal Blank

Finance and Accounting

Many honest men have been branded otherwise because of the poor accounting methods they used. Personal funds and Council funds should **never** be intermingled.

The Scout Executive owes it to himself, to his Council and to his contributing constituency to keep complete and accurate record of all financial transactions. The scrap of paper or the crude memo may serve for the moment, but soon the record is lost and the accounts are in a chaotic condition.

If an Executive has had no accounting experience, he is urged to immediately secure the service of an expert. It may be that on the Local Council there is such a man whose advice and physical assistance would be inestimable.

This, however, should not excuse the Executive from becoming familiar with accounting methods as accounting is one of the essentials demanded in the proper promotion of business enterprises.

It is not the intent here to give a treatise on accounting for that would be impossible in the space allotted; nor is it deemed advisable to go into systems which would require the understanding of a bookkeeper or an

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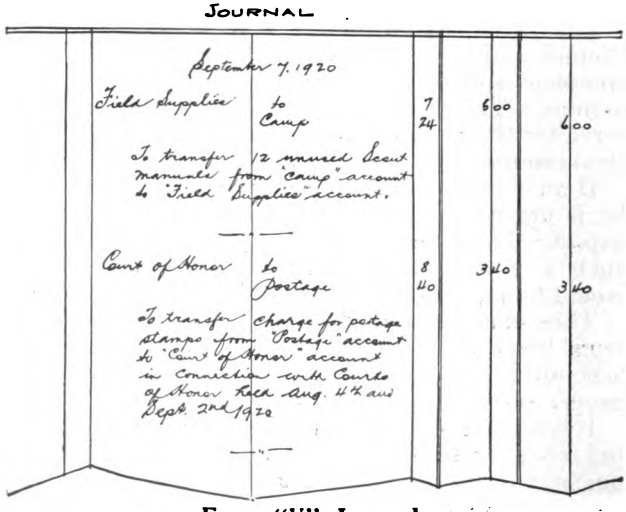
accountant to interpret. What is shown and explained will be such forms as are necessary to carry a Council's financial records at a minimum of both labor and equipment.

The books which will be discussed are

1—Journal Form V.
2—Cash Book Form W.
3—Ledger Form X.
4—Voucher Record—Form Y.
5—Subscription Ledger (or card) Form Z.

Certain books called "Complete account books are used for some professional accounts and combine the first three books above named in one volume, but such books are not generally practicable for general business purposes."

The **Journal**—(Form V) is a book containing all **adjusting entries** in addition to any other entries which cannot be properly recorded in any of the other books of original entry. As is shown in the cut, the Journal has been used to transfer to "Field Supplies" and "Court of Honor" accounts in the Ledger, two items which had previously been entered in other accounts. It would not have been policy to make original entries of these transfers in the Ledger for there would be no place available for an explanation of the need of transfer—no "supporting document" in other words


JOURNAL

September 7. 1920

Field Supplies to Camp 7 24 6 00 6 00

To transfer 12 unused Scout manuals from "Camp" account to "Field Supplies" account.

Court of Honor to Postage 8 40 3 40 3 40

To transfer charge for postage stamps from "Postage" account to "Court of Honor" account in Connection with Courts of Honor held Aug. 4th and Sept. 2nd 1920

Form "V" Journal

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The **Cash Book** (Form "W"—receipts) gives record of all funds received and deposited. In explanation of the several items:

Upon recording the subscriptions pledged, a Journal entry is assumed to have been made charging the "Subscription Ledger" account with the total amount shown by the subscription report, and crediting "Accounts Receivable." When Jones and Dixon paid their subscriptions, entry was made in the cash book and their respective accounts in the Subscription Ledger credited with the amount paid. As the "Subscription Ledger" account had previously been charged with their pledges, credit is now rendered by transferring the amounts to the opposite side of the Ledger account. The notation "10" shows that entry has been made. Likewise, as "Accounts Receivable" had been credited with the amount, it is, by transferring the total in the "Pledge" column to the "Accounts Receivable" account in the Ledger as noted by the "20"—(page number of the account in the Ledger) discharged.

The sales item of $25.00 and the camp credit of $300 are, as signified by notations "12" and "13" credited, respectively, to "Merchandise" and "Camp" accounts in the Ledger, as both of these accounts have profitted by the transactions.

The total of $1,325 in the "Bank" column becomes a charge, as indicated by "1" against the "Cash" account in the Ledger.

CASH BOOK - Receipts

Date		Name	Particulars	√	Pledges		Misc'l		Bank	
Oct	1	Balance					1000	00	1000	00
	1	John Jones	Subscription	10	500	00			500	00
	2	James Dixon	"	10	500	00			500	00
	3	Sales register	Sale of supplies	12			25	00	25	00
	4	Frank & Co	Sale of tents	13			300	00	300	00
					1000	00	1325	00	2325	00
		Balance Oct 1							1000	00
									1325	00
									1	

Form "W"
(Cash Book—Receipts)

On the credit side of the cash book (Form "W-1") all disbursements are entered. The total of the "Accounts Payable" column is charged to that account in the Ledger to off-set the credit which was made when the Voucher Record was closed and

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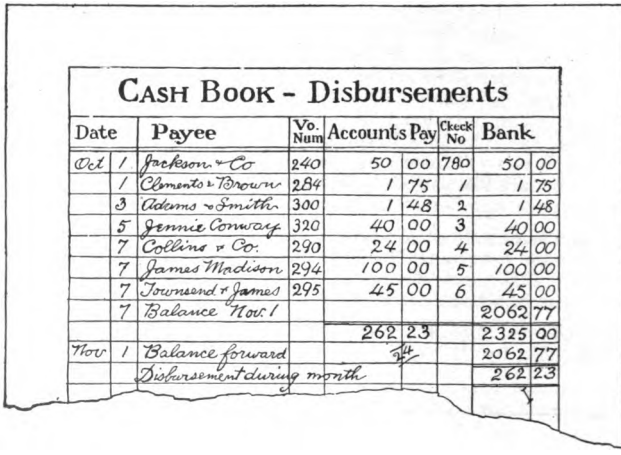
the Ledger page—number 24— is noted to signify entry. The total of the "Bank" column is credited to "Cash" in the Ledger. The balance as of November 1st, as shown is carried forward to the debit side of the next page of the cash book as an entry under November 1st.



CASH BOOK - Disbursements

Date		Payee	Vo. Num	Accounts Pay		Check No	Bank	
Oct	1	Jackson & Co	240	50	00	780	50	00
	1	Clements & Brown	284	1	75	1	1	75
	3	Adams & Smith	300	1	48	2	1	48
	5	Jennie Conway	320	40	00	3	40	00
	7	Collins & Co.	290	24	00	4	24	00
	7	James Madison	294	100	00	5	100	00
	7	Townsend & James	295	45	00	6	45	00
	7	Balance Nov. 1					2062	77
				262	23		2325	00
Nov	1	Balance forward					2062	77
		Disbursement during month					262	23

Form "W-1"
(Cash Book—Disbursements)

The Ledger (Form "X") is the book used for assorting all the debits and credits from entries in the records of original entry and books of summarization. These debits and credits are entered in the Ledger under the names of the accounts involved. A page, or section of a page, in the Ledger is reserved for and headed with the name of each separate account, and entries are made accordingly.

Of course it is understood that the **left** hand side of the Ledger is the **debit** side and that it receives all **charges;** whereas the **right** hand or **credit** side receives all of the **credits.** As an example, the cut shows the "Office Salaries" account page taken from a Ledger. The monthly totals of "Office Salaries" have been entered from the Voucher Record to the Ledger, as the book of final entry. At the end of the year, the total of $922 as a loss—for there was no tangible property to show for the expenditures,—was "charged off" by Journal entry to the "Profit and Loss" Account where it stood, not as a credit as here shown but as a charge. These two entries, it will be seen were then in balance and the "Profit and Loss" account showed the charge originally

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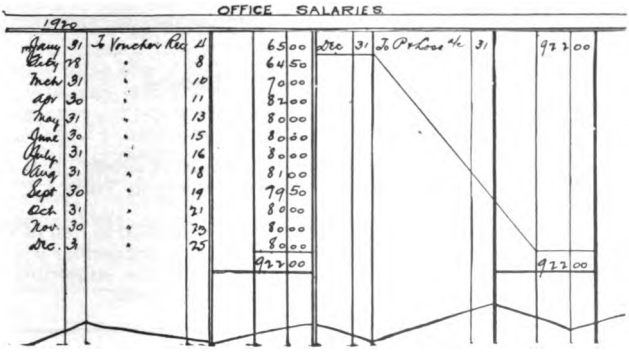
appearing against "Office Salaries." When all such "charge off" entries had been made, the regular running accounts appearing in the Voucher Record showed a "clean slate" ready for the next year's entries. The "Profit and Loss" account had in the meantime, however, increased its total by all of these "charge-off" entries until it was possible to ascertain the actual loss for the year. This loss would, of course, be decreased by credit entries—such as profits on some accounts—which would be similarly handled.



Form "X" Ledger

In modern accounting the Voucher Record—with its accompanying Voucher has become a recognized standard in financial systems. Convenience, accuracy and economy make this method the best disbursement record.

The **Voucher Record,** a sheet of which is shown in Form "Y" is merely a record of all vouchers prepared, usually entered as monthly units—and shows the voucher number, check number, name of payee, total amount of voucher (Vouchers Payable) and then a series of columns corresponding in title to the various items in the budget to which the vouchers are chargeable. All of the columns are totalled and closed monthly, the total of the column (which we will call "Vouchers Payable" column) is transferred to a like account in the Ledger as a credit. The totals of each remaining column is transferred to its respective account in the Ledger as a charge.

The total of the vouchers in the Voucher Record which do not have a check number noted opposite them constitute "Vouchers Payable" and should tally in total with the like account in the Ledger.

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No.	Ch.	PAYEE	Vouchers Payable	Executives Salary	Field Salaries	Office Salaries	Rent and Light	Telephone	Office Equipment	Office Supplies	Postage	Camp	Sea Scouts	Educational
314	6	Forest Realty Co	5000				5000							
6	10	Smith & Green	760						500	250				
6	11	Leatmaster	1000								1000			
7		Franklin Adams	20000	20000										
8	7	Smith Johnson	15000		15000									
9	8	Mary Brady	3000			3000								
320	20	Ladd & Marlow	2500			2500								
1	2	A. J. & J. Co	749					749						
2	8	Tilly Craft	1340						400	300			600	
3	19	Mordine Oak	1450											1450
4		Blank Supply Co	800							400				
5		Co. Grants of Chicago	325											325
6	14	Sporting Goods, Inc	2500									2500		
7		Sylvan Collins	1000			1000								
8	40	Ohert Co	800							800				
9	41	Forsyth Inc	170									170		
330	42	Lyman Ryan	1200									1200		
1	43	Collins & Bushnell	400									400		
2	44	Grant & Bow	810									810		
3		Lear Printing Co	720							720				
		TOTALS	39034	20000	15000	6500	5000	749	900	2510	1000	5120	500	1775

Form "Y" Voucher Record

Subscription Accounts

For the purpose of recording the status of subscription accounts, a Subscription Ledger ruled as shown in Form "Z" is given.

If preferred, a card record system may be used in lieu of the ledger. A separate record is made out for each subscriber who is charged on the debit side with the amount of the subscription, and credited on the right side with payments made.

Subscription Records

Form No. 3 Subscription Ledger No._____

Name_____

Business Address_____ Tel. No._____

Home Address_____ Tel. No._____

Debit					Credit				
DATE	DETAIL	FIRST YEAR	SECOND YEAR	THIRD YEAR	DATE	DETAIL	FIRST YEAR	SECOND YEAR	THIRD YEAR

Form "Z"

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VOUCHERS

The simple voucher (Form AA) size 8" x 8½", used in conjunction with the Voucher Record, contains all the facts incidental to the financial transaction. The interior portion of the Voucher gives short particulars bearing on the charge, the record of audit, the approval to pay, and finally the receipt of the payee.

On the reverse side, (Form BB) appears a list of distribution items which correspond with the items in the Council budget. The amounts chargeable against budget items as shown on the invoices attached to and covered by the Voucher are to be charged against the proper account.

Sometimes, the Voucher and check are one and the same document as shown in Form "CC". When this form is used, the invoices, etc., which usually form the contents of the Voucher are not sent to the payee with the Voucher, but are held in the Council office until the return of the Voucher-check.

Some organizations do not care to send their Vouchers to the payee because of their value as evidence of the transaction. In that case a transmittal blank is mailed with the check, and the check endorsement is considered as a receipt.

No. 24 Date October 20th, 1920

[illegible] COUNCIL

Boy Scouts of America

[redacted]

To The Sterling Stationery Co., 1234 Front Street, New York City Dr.

Date		Details of Expenditure			Amount	
Sept	27	Invoice 456	10	75		
"	30	" 446	10	00	20	75

Examined and Found Correct

I hereby certify from personal knowledge that the above details of expenditure as set forth on this voucher are full and accurate in every particular, that the same have been duly authorized by the proper authority and are just charges against the above Council for the purposes as stated and have not been previously paid, and should be charged against our budget allowance

for the year 1920 for

Executive

I hereby certify to above as being correct and is provided for and in accordance with the budget as approved

Authorized Representative of Council

Approved

Comptroller

Approved for Payment

[redacted]

Audited and Found Correct

Auditor

Date Oct 30th 1920

Received from The Boy Scouts of America

In full of above account

the Sum of Twenty and 75/100 Dollars

20.75 Sign Here The Sterling Stationery Co. per [illegible]

PLEASE RECEIPT AND RETURN PROMPTLY

Form "AA"
Voucher

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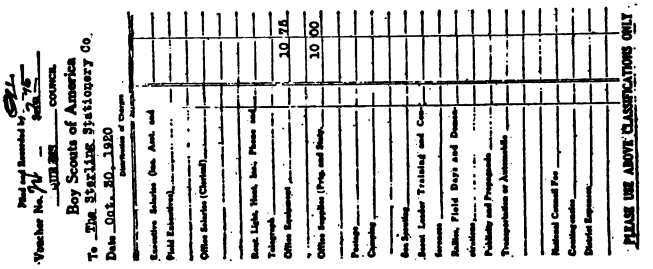
Filed and Recorded by GPL
Voucher No. 74 — Date 2.75
FOR 1921 — COUNCIL



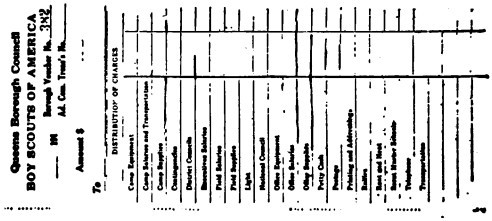
Boy Scouts of America
To The Sterling Stationery Co.
Date Oct. 30, 1920

Distribution of Charges

Executive Salaries (Inc. Amt. and Field Executives)	
Office Salaries (Clerical)	
Rent, Light, Heat, Ins., Phone and Telegraph	
Office Equipment	10 75
Office Supplies (Prtg. and Stnry.)	10 00
Postage	
Campaign	
Sea Scouting	
Scout Leader Training and Conferences	
Rallies, Field Days and Demonstrations	
Publicity and Propaganda	
Transportation or Automobile	
National Council Fee	
Contingencies	
District Expenses	

PLEASE USE ABOVE CLASSIFICATIONS ONLY

Form "BB"
(Reverse side of "AA")



Queens Borough Council
BOY SCOUTS OF AMERICA
Borough Voucher No. 382
Ad. Com. Trans'r No.
Amount $
To

DISTRIBUTION OF CHARGES

Camp Equipment	
Camp Salaries and Transportation	
Camp Supplies	
Contingencies	
District Councils	
Executive Salaries	
Field Salaries	
Field Supplies	
Light	
National Council	
Office Equipment	
Office Salaries	
Office Supplies	
Petty Cash	
Postage	
Printing and Addressing	
Rallies	
Rent and Heat	
Scout Leader Schools	
Telephone	
Transportation	

Queens Borough Council Boy Scouts of America
320 Fulton Street, Jamaica, L. I.

To: The Sterling Stationery Co., 1234 Front St., N.Y.C.

DATE		GROSS AMOUNT	DEDUCTIONS	NET AMOUNT
Sept 27	Invoice 456	10.75		10.75
" 30	" 446	10.00		10.00
				20.75

This voucher when signed by the Treasurer of the Queens Council and countersigned by the Executive Secretary of the Advisory Committee for Greater New York is payable at the _____ when receipted and endorsed as per notice below.

Signed: _____ Treasurer, Queens Borough Council.

Countersigned: _____ Executive Secretary.

Received from Queens Borough Council Boy Scouts of America the sum of

$ Twenty One and 75/100-------- _____ /100 Dollars

in full of the above amount.

NOTICE: The above receipt must be dated and signed by the person, firm or corporation in whose favor this voucher is made, or, when signed by another, the authority for doing so must in all cases accompany it. In the case of a corporation, this voucher must be signed by an authorized officer.

Form "CC"

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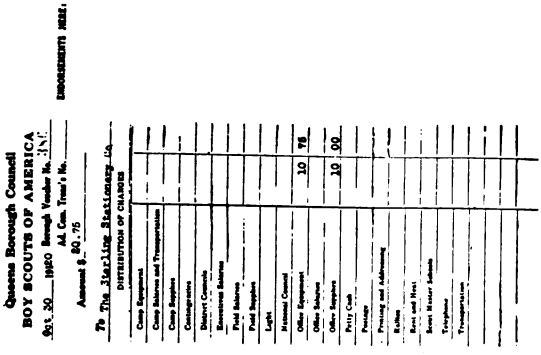

Queens Borough Council
BOY SCOUTS OF AMERICA
Sept. 20 1920 Borough Voucher No. 3141
Ad. Com. Treas's No.
Amount $ 20.75
DISBURSEMENTS MADE.
To The Sterling Stationery Co.
DISTRIBUTION OF CHARGES

Camp Equipment	Camp Salaries and Transportation	Camp Supplies	Campmasters	District Councils	Executives Salaries	Field Salaries	Field Supplies	Light	National Council	Office Equipment	Office Salaries	Office Supplies	Petty Cash	Postage	Printing and Addressing	Rallies	Rent and Heat	Rent Winter Schools	Telephone	Transportation			
										10	75		10	00									

Queens Borough Council Boy Scouts of America

The Sterling Stationery Co., 1234 Front Sp., N.Y.C.

Sept 27	Invoice	456	10.75	10.75
" 30	"	446	10.00	10.00
				20.75

Approved for Payment,

Scout Executive

Form "DD"
(Reverse side of Form "CC")

Petty Cash

A petty cash account should be on hand in every office with which to pay the many small items of expense which are presented daily. It should be definitely stipulated what accounts should be paid in this manner. The usual items are carfare, express, postage, etc.

No expenditure should be made without a "Petty Cash Voucher" similar to that shown in Form "EE" to substantiate the payment.

All "Petty Cash Vouchers" should be summarized monthly and attached to Form "FF" for vouchering.

NO. _____ NEW YORK CITY, _____ 191

PETTY CASH VOUCHER

Boy Scouts of America

_____ BOROUGH COUNCIL

TO _____

FOR _____ $_____

CHARGE _____ _____

SIGNATURE

Form "EE"—Petty Cash Slip

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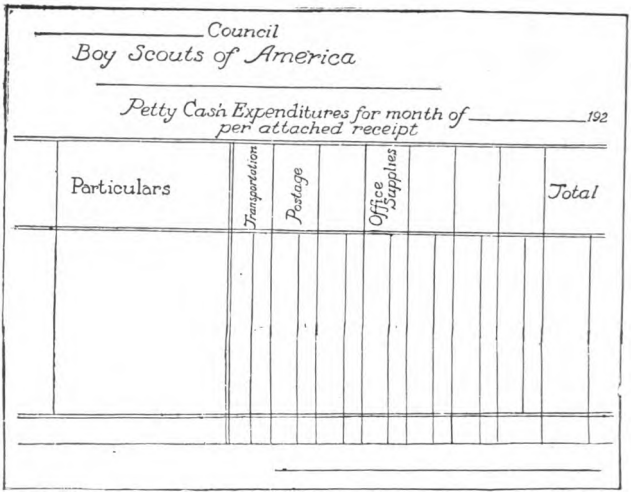


_____ Council
Boy Scouts of America

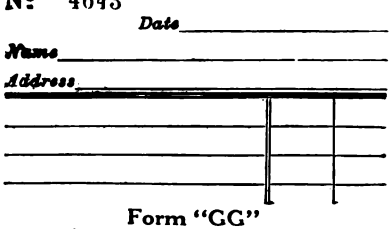
Petty Cash Expenditures for month of _____ 192
per attached receipt

Particulars	Transportation	Postage	Office Supplies				Total

Form "FF"

Supply Account

In handling the many receipts resulting from the sale of such supplies as scout insignia it has been found advisable to use an autographic sales slip in duplicate—the original for the customer and the carbon for the office files. The sales slips are entered in a sales register, on the debit side—giving date, ticket number and amount and the money deposited in the sales box. When the amount warrants a deposit in the bank, the money is put through the regular channels and a credit entry of the amount deposited is made in the sales register. The balance, if any, as shown by the totals in the sales register should tally with the amount left in the sales box. The slips are then filed away in numerical order for reference purposes. Form "GG" shows the autographic sales slip.



No. 4643

Date _____

Name _____

Address _____

Form "GG"
Autographic Sales Slip

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At monthly Executive Board meetings, it is well to submit a Monthly Budget Statement, similar to Form "HH" for a comparative analysis.

MONTHLY BUDGET STATEMENT

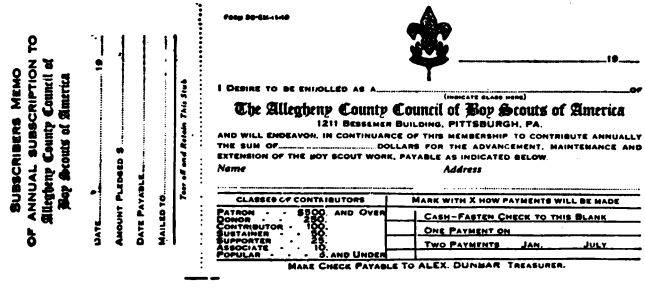
June 1st, 1920

	Item	Budget	Expended in May	Total expended to date	Balance unexpended
1.	Week-end camps	$ 500	$ 52.75	$ 234.10	$ 265.90
2.	Contingencies	200	17.80	82.40	117.60
3.	Office equipment	500	20.75	194.00	306.00
4.	Field supplies	300	5.40	78.47	221.53
5.	National Council fees	100		100.00	
6.	Postage	350	27.50	148.75	201.25
7.	Printing and office supplies	500	32.20	194.50	305.50
8.	Publicity	100		57.00	43.00
9.	Contests and Awards	300		68.90	231.10
10.	Rent	600	50.00	250.00	350.00
11.	Rallies	300		40.00	260.00
12.	Sea Scouts	500	10.80	78.00	422.00
13.	Educational	1,400	19.48	543.00	857.00
14.	Salaries	12,000	980.00	4,875.00	7,125.00
15.	Telephone & Telegraph	350	20.75	124.00	226.00
16.	Transportation	2,000	30.48	204.00	1,796.00
	Total	$20,000	$1,267.91	$7,272.12	$12,727.88

Form "HH"

In connection with the securing of financial supporters and later collecting their pledges, Form "II" and "JJ" are suggestive. Each form is business-like,—of necessity—and has a strong appeal.

The name of a prominent local banker as Treasurer will add greatly to the prestige of the appeal and contact. It gives confidence.



SUBSCRIBERS MEMO OF ANNUAL SUBSCRIPTION TO Allegheny County Council of Boy Scouts of America

DATE _____ 19__

AMOUNT PLEDGED $ _____

DATE PAYABLE _____

MAILED TO _____

Tear off and Retain This Stub

FORM 20-CH-1-10

_____ 19__

I DESIRE TO BE ENROLLED AS A _____ OF
(INDICATE CLASS HERE)

The Allegheny County Council of Boy Scouts of America
1211 BESSEMER BUILDING, PITTSBURGH, PA.

AND WILL ENDEAVOR, IN CONTINUANCE OF THIS MEMBERSHIP TO CONTRIBUTE ANNUALLY THE SUM OF _____ DOLLARS FOR THE ADVANCEMENT, MAINTENANCE AND EXTENSION OF THE BOY SCOUT WORK, PAYABLE AS INDICATED BELOW.

Name _____ Address _____

CLASSES OF CONTRIBUTORS		MARK WITH X HOW PAYMENTS WILL BE MADE
PATRON	$500. AND OVER	CASH—FASTEN CHECK TO THIS BLANK
DONOR	250.	
CONTRIBUTOR	100.	ONE PAYMENT ON
SUSTAINER	50.	
SUPPORTER	25.	TWO PAYMENTS JAN. JULY
ASSOCIATE	10.	
POPULAR	5. AND UNDER	

MAKE CHECK PAYABLE TO ALEX. DUNBAR TREASURER.

Form "II"

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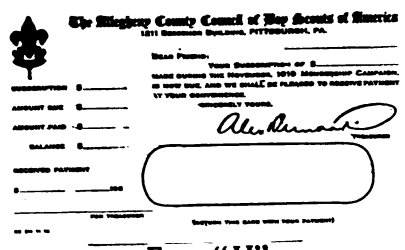
The Allegheny County Council of Boy Scouts of America

Form "JJ"

A final word with reference to accounting:—Insist upon the Council conducting a systematic annual audit of all books of account. This not only protects the Executive, but it corrects accounting defects, and gives assurance to the contributors that the funds are in the hands of careful stewards. This point cannot be too strongly emphasized.

In closing the books of account for the fiscal year detailed statements should be struck off, viz:—

Treasurer's Report—Form "KK."
Profit and Loss Statement—Form "LL."
Balance Sheet—Form "MM."

The items shown in the three forms are suggestive only as in many instances different accounts and conditions will have to be treated.

.....COUNCIL

TREASURER'S REPORT

.....192.....

RECEIPTS		
Cash on hand beginning of year	$.....	
Merchandise sales	.....	
Pledges	.....	
Interest on deposits and investments	.....	
Accounts Receivable	.....	
Miscellaneous Income (per attached)	.....	$.....
DISBURSEMENTS		
Budget items per attached	$.....	
Investments	.....	
Equipment per attached	.....	
.....	.....	
.....	.....	$.....
Balance on hand this report		$.....

Form "KK"

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Form Letters should be developed where the time of the Executive and his staff has to be taken into consideration. A careful study of the files will disclose that many letters may be reduced to standardized forms. By numbering these various forms for identification purposes and then directing that a form letter bearing a certain number be sent in reply to a letter received, the time of the Executive is saved in dictating and the time of the stenographer in taking notes.

Copies of all registrations and additional enrollments should be made and filed in local council offices. Many times, Executives taking post have found that their predecessors had made no such record. The result has been an additional burden upon the National Office to supply what an efficient Executive would already have in his own files.

It is a good rule to permit no document to pass through an office to a depository outside of the office without "striking" a copy of it. There is no telling when the Executive may be called upon for the record or the facts contained in the record.

Business Cards

Your business card is your forerunner. Its appearance upon presentation often determines whether or no you are to have admission to the "sanctum sanctorium." You should, therefore, have your card neat and business like. Use a simple style of type and few printed words. If you are fortunate enough to have engraved cards, so much the better. If not, there is a printing process now used by some printers which raises the letters on the card. The next time you present this little ambassador of yours see if the recipient does not automatically run his fingers over the surface of it.

Standard Sized Forms

It is strongly recommended that a standard sized form be adopted. The 4″ x 6″ index card is ample large for any data which will need to be recorded. In other forms, the 8½″ x 11″, standard letter sheet size is convenient.

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In reviewing the systems used by some councils one is impressed by the ridiculous size of some of the forms. It must be remembered that some sizes do not cut out of regular run paper without loss and that the printer is not the loser.

Numbering Forms

In ordering the various printed forms in use, it is well to have each given a form number and have that number together with the quantity, date of order and initial of printer appear in very small type in one corner, as:—"Form 5—2 M—8-10-20 E P Co."

For ready reference a separate folder might be placed in the letter file in which would be filed a sample of all forms used.

Troop Registrations

The problem of following down Troop reregistrations is an ever present one. Some Executives notify the troops by letter a month in advance of the reregistration date and enclose the necessary papers for filing. In the event of failure to register on time a system of follow-up postcards is brought into play. On the message side, each card calls attention to the delinquency in no uncertain terms.

On the address side short criptic statements are made such as:

(First Notice, green card)
"The Registration Chart at Scout Headquarters shows Green card standing for your troop—Avoid the hated red flag—Reregister at once."

(Second Notice—red card)
"Red flag standing—Avoid the disgraceful yellow flag—Save the honor of your troop—**reregister.**"

(Third Notice—yellow card)
"Yellow flag standing—Final warning—A real scout never quits. Reregister."

A **LIBRARY** of books bearing on Scouting subjects should be in every Scout office. It will prove excellent as a reference library. Public libraries have frequently been kind enough to furnish such books for permanent use.

Scrap Book

It is advisable to have a large scrap book into which can be pasted in chronological order all press clippings on local Scouting.

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A **DAILY DIARY** should be kept by each Executive in which is noted his personal activities and contacts of the day. This will often prove very useful in checking back beyond the limit of memory.

Delivery Boxes are installed in many Council Headquarters where mail, etc. for troops is deposited pending a call from the Troop messenger who is delegated to act as postman. In small cities, or where transportation problems are not perplexing, this system works very satisfactorily and saves much in postage charges.

Office Appliances

It will be found that the installation of a mimeograph machine as well as a mechanical addresser will prove of value when frequent bulletins are being sent to the field.

As **Secretaries** of Councils, Executives will find it very convenient to draft pro forma minutes of each Council or Board meeting before it takes place. The minutes should outline the program of the meeting, and state in full text the resolutions to be acted upon. With a set of such minutes in the hands of each member, resolutions can be altered to suit the sense of the meeting in far less time than would be taken to draft the original minutes.

The Scout Executive should see that complete minutes are made and properly filed to cover every meeting of the Council and its Committees. Such a proceedure will, in many cases, settle disputes which are bound to arise.

Conclusion

The forms which are shown in this Chapter are those deemed necessary for the successful conduct of a Scout Executive's Headquarters. More elaborate systems could be and have been developed, but there is grave danger in stretching the point of efficiency so far that it will break. It is advisable to reduce the mechanism of Scouting to the minimum else card indexing and organization will take **all** the time at the Executive's disposal and the **boy** in Scouting will become an unknown quantity.

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An endeavor should be made to work for simplicity of form and routine.

Office Records

The following description of records is from the Aurora, Illinois, Council and indicates some of the "follow up" methods used. Any system of records and checks to be meaningful must be kept down to date. With limited office force this makes simplicity imperative.

OFFICE METHODS

Aurora (Illinois) Council
R. H. Nodine—Executive

A. General Records

1. "Membership card Index" containing:

a) File of "troops" arranged numerically, showing on the back of each card:

1) The names and addresses of the Troop Committee; duties of each troop committeemen are indicated by the following:
Chairman—C.
Promoter—P.
Inspector—Insp.
Instructor—I.

2) Head of institution.

3) Number of scouts registered in that troop with the date of the last change in scout personnel. If there are associate members, these will be counted separately from the active members, and listed in a similar manner.

b) File all scouts, filed alphabetically under troop guides, showing data regarding scouts' residence and advancement.

c) Tally File, including cards to show the number of Tenderfoot scouts, second-class scouts, first-class scouts, Life scouts, Eagle scouts, Star Scouts, Veteran scouts, and Ten year men. Also to show the number of scouts born in each year so the number of scouts of any age may be quickly determined.

d) File all Commissioned Officers, filed alphabetically.
Red Card—Assistant Scoutmaster.
Green " —Scoutmaster
Blue " —District or Deputy Commissioner
White " —Acting Scoutmaster, not commissioned, troop registered.
White " with flag—Acting Scoutmaster not registered; new troop in process of organization.

e) File of "Committeemen," including Councilmen's connection as follows: (Flag signals at extreme right to indicate)
Dark Red—Councilman represent troop
Blue — " at large

f) "Former Member File," containing individual record cards, (Filed alphabetically) of all scouts and officials, who have for any reason terminated their connection with Scouting in the Council's jurisdiction.

g) "Dead Troops," containing cards of troops no longer active, filed numerically.

h) Alphabetical file of Court of Honor members.

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2. Vertical Filing Cabinets containing:

   a) "Data File," containing clippings, pamphlets, etc. of value to Scouting. Material to be filed in folders arranged numerically and cross-indexed by an alphabetical cardfile or list. Mark for file by number.

   b) "Subject File," folders containing correspondence, etc., bearing upon a particular subject of local activity, which will most likely have association with the subject rather than any individual. Arrange numerically, beginning in a different series than the date file, so as to avoid confusion. Mark for file by number.

   c) "Troop File," containing two folders for each troop.

      1) "Correspondence and Report" containing correspondence and reports to, from, and about the troop.

      2) "Miscellaneous," containing troop printed matter, and other miscellaneous material.
      Mark for file by "T" and number subdivisions or letters. (At the end of the calendar year, all material may be transferred from "a" and "b" and combined in one folder, if desired, so that a new set of folders may be started for the new year. In addition to other information, the label should then be marked with the year).

   d) "General Correspondence Files," containing correspondence, etc., not adapting itself to filing in any of the other files, filed alphabetically, purely personal matter of any member of headquarters staff is marked with distinctive colored tabs. Mark for file with letter "G". When there are three or more sheets for a correspondent, a direct name folder is written.

   e) "Follow-up File," containing a folder for each day of the month into which is put material to come up on a future date. Mark for follow-up with date material is desired (and initials if there is apt to be confusion).

   f) "Periodical File," containing copies of local and national scout periodicals which are received regularly, a division being kept for each magazine.

3. Activities Records

   a) Instruction Class Records—Filed under "Instruction Classes" in the Subject File each class to have a separate folder and to be filed under a sub-guide designation whether it is a Scoutmasters' Training Course, Patrol Leaders' Course, etc., The tab on the folder for each class will show the nature of the course, and opening date. On the front of the folder, will be given a summary of the results of the Course when completed. Examination papers are filed in the class folders.

   b) Court of Honor.

      1) "Register and Journal of the Court of Honor" in which scouts are registered in advance for appearing before the Court when applications are received, and in which there is shown the members of Court present at each session, record of all scouts appearing before the Court, and minutes of any special activity of the Court. It is signed after each session's record by the clerk and presiding officer.

      2) Court of Honor Personnel

         a) File of members of Court of Honor, filed alphabetically (See membership Card Index).

         b) File of approved merit badge examiners. (See "Scout Executive's Handy Reference Desk Tray.")

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c) On a Statistical sheet, in the Scout Executive's Personal Book, a record of the number of scouts appearing at each session from each troop, showing how many of these pass satisfactorily and how many fail.

d) On Statistical sheet, a record of number qualifying each month, for second-class, first-class, summary of all merit badges, Life, Star, and Eagle.

c) "Council Secretary's Book," with copies of constitutions of National and Local Councils, containing minutes of proceedings of the Local Council and its sub-committees.

d) "Scrap Book," containing newspaper clippings regarding local Scouting.

4. "Scout Executive's Handy Reference Material" in 3x5 card tray:

a) "Registration follow-up" containing a subdivision of card index for each month, and one marked "Current" will be kept the follow-up cards of the troops whose registrations are due or delinquent.

b) "Clubs, Lodges, etc." with data concerning each.

c) "Institutions, Local," with data including each, including churches, schools, playgrounds, etc.

d) "Merit Badge Examiners," cross index by subjects on different colored cards. (And such other data may be, as desired.)

1) "Personal Book" (8½x11 loose leaf) In this there are divisions for Council Regulations, Scoutmasters bulletin, Deputy Commissioners bulletins, council and troop organization, data, copies of form letters, current numbers of national scout publications statistical charts and records, etc.

5. "Headquarters Clerk Reference Book" (8½x11 loose leaf). In this are divisions for Council Regulations, copies of form letters, supply sales records of cash and merchandise, "day book" record of scouts added and dropped, and such other material as may be desired.

6. Financial Records of the Council.

a) Account of Receipts and Expenditures, and such other records as necessary for accounting of the moneys of the Council and the wise administration of the Council's fund.

b) Alphabetic File of pledge and contribution cards, showing payments as made. Flag signal as to indicate dates of maturity as follows:

1. Red—Quarterly (Collectible 1st of Nov., Feb., May, and Aug.)
2. Blue—Semi-annually (Collectible 1st of Nov. and May.)
3. Pink—indicates due or delinquent items.

c) An alphabetic book record of pledges and contributions, showing payments made.

d) Paid bills are filed with voucher forms attached in the general correspondence file.

e) Canceled checks are filed numerically.

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CHAPTER XI

MEASURING RESULTS

Knowing What the Results Are

Just as **the Inventory,** and **Planning** definite objectives are initial steps, so **Measuring Results** is the last step in any intelligent effort. Were the objectives attained? What was accomplished?

It is at once obvious that **measurement of results is conditioned upon knowing What the results are:**

Records is the answer! Science enters when records begin, because thereafter judgments are not guesses but are basable on facts—they may be measured, they become quantitative. Records are therefore **necessary.**

They must also be **adequate, available,** and **as simple as possible.** Some men in Scout work say "This office work and complicated records is well and good probably—but it isn't Scouting. I'll work with the boy." Agreed! Now it's over—what did he accomplish? Shall he be the sole judge? No—others must also judge his results.

How can we determine? "Records."

Records then are kept that the next service to boyhood may be done in the accurate, scientific, quantitative light of past service. We must avoid its mistakes and capitalize its strength.

Standards

Assuming that such records are kept, how shall the results be **measured?** There must be measuring rods or standards, and one of the serious tasks of any new or growing movement is to create sound standards. In such an effort there are certain facts which it is important to note:

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I. Standards are natural growth, not imposed from without.

Standards inhere in the very nature of our life. Anyone working soon learns there are different ways of doing things and among these are better ways. Comparison and selection at once produces a **standard.** Sound standards arise from experience and are not "wished on" from without.

II. Standards do not fix a pulseless uniformity but establish a minimal level above which individual initiative and ability and power and leadership may do their best.

A scout should be standard. Why? Standard not in the sense that every scout must be no greater or better or more efficient than any other scout—but standard in the sense that every scout shall come up to a certain level at least, and we hope above that level. Take for example the scout "Good Turn." We have said a scout should do at least one "Good Turn" daily to some person. "Does that mean that when a scout has done his one "Good Turn," he can close the windows of his soul and no more go about looking for a chance to do good? No indeed. It means that he ought to at least have one "good turn" to his credit, but that represents a minimum, a point above which his individual energy and initiative shall make possible a further and larger and better result.

III. Standards provide a definite goal or objective, or target minimal but real—a a point on the thermometer we've asked every scout to reach.

Too much effort lacks a conscious goal—a definite objective to reach.

Shooting, like achieving, is relatively simple. Know what you want to hit, aim at it with your loaded gun and then pull the trigger. Standards foster efficiency through providing a target.

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IV. **Standards in social work, grail-like move onward.**

Standards of social service (unlike the standard weights and measures in Washington, D. C.) do not stay "put." They are elastic in that they keep **growing.**

The very opportunity and genius of our standards is that as we attain a certain level we are able from that point of vantage to see above that and beyond, yet finer things to be and do for our boys.

Indeed the concept of standards as low-water marks has itself encouraged individual Councils to go ahead in sound growths whither we all have later followed them.

V. **Standards cut waste.**

Indeed it is part and parcel of the idea of a standard to select the **best ways,** which means avoidance of the wasteful ways and results. Standards cut the wastes of omission and of commission.

VI. **Standards are great eveners of men.**

They even them up not by holding back the superior who would set up their own methods—but they even up by bringing up the poorer quality to an **attainable** standard these **alone** would have never initiated.

VII. **Standards foster morale.**

Standards provide a definite thing to accomplish so that the satisfaction of success, of mastery can come to him who achieves. Both he and his community can know if he has met the requirements. This begets community confidence.

How Do We Get Standards?

A) By compiling the facts of today and yesterday.
B) By studying such facts covering numerous places and cases over quite a time period.
C) What have the averages been?
D) What has the wastage been?
E) What are the needs to be met?
F) What are the resources available?
Resources of men and of money?

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G) What then in the judgment of your advisors and in the light of the above facts is a fair goal to set as a standard?

H) An experimental effort or trial must then be made to see if the objective can be reached. Failure may lie in the effort or in the goal set.

I) Gradually out of such experience will emerge a common recognition—that e. g. not less than 5 or 10 or 20 or "some" per cent of the boys should be enrolled.

STANDARDS FROM THE FIRST TEN YEARS

A) The general nature of the scout organization has through a decade's experience been produced and established with a socially sound general form of local organization.

Standard Constitution—see Chapter IV, p. 74
Standard By-Laws " " " p. 81
How to organize a troop " " I p. 7

B) The general nature of the Program while elastic yet has minimum standards set up in its Oath and Law and in the Tenderfoot, Second Class, First Class, Merit Badge, Life, Star, Eagle and Veteran ranks.

A standard type of Training Course with certification thereof has been developed by the National Department of Education.

A standard quality of camping privilege has been made possible through the minimal standards set up from experience by that Department.

A standard quality of reading matter has been similarly set up by the Library Department.

Standard uniform and insignia have been authorized and protected by the Federal Charter.

C) The genius of the educational method, the psychology of the movement is standardized through adhering to the "learning by doing" philosophy. Scouting is thus set apart from usual educational procedure in that it builds skill and character and citizenship through

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doing, through the actual exercise and living of the standard. (Beginnings in standardizing methods of instruction, meetings, hikes, contests, etc. were made in the new Handbook for Scoutmasters—1920.

D) The major objectives of scouting as affirmed in its constitution and formally recognized at the First National Conference of Executives:
   1) Character Building
   2) Citizenship Training
   3) Physical Fitness

STANDARDS TO BE PERFECTED IN THE SECOND DECADE

Anything worth doing is worth doing well. Hence the actual answer to the above query is that probably every fundamental step in scout service could have minimum standards set up for it through mobilizing alternative experiences and out of them drawing such standard efficiency conclusions. Doubtless time and experience will do this. The first decade has produced the program tried and proved, and with it a socially sound, locally responsible scheme of organization for its use.

The second decade must produce the needed leadership, and must further perfect the training and permanent holding of that leadership. It must also create standards and means of evaluating the service of the leadership.

A) **A more standard leadership.**
   1) Standards of Personnel are now being prepared to help meet this need
      a) For Scoutmasters see Chapter VI.
      b) For Scout Executives see Chapter II.
   2) Quality of Character is secured by selection

The First National Executives Conference clearly affirmed that:

a) Character in a Scout Leader is basic.
b) He must practice what he wants boys to do.
c) He must be actively and normally religious.

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d) He must grow intellectually.
e) He must know and do his job.

3) Their knowledge and efficiency must be increased through training. This means that the excellent beginnings made in training Troop Committeemen, Scoutmasters, Patrol Leaders, Scribes, etc., shall be further developed. Methods, content, grading, ways of taking it to the man! all these must be made the object of extensive study, of research, of experiment and of evaluation with resultant standard **"best methods."** See Chapter VI.

4) A more permanent tenure. Care in selection by the Parent Institutions, troop Committee; better training graded, varied, individual, holding and helping; finer morale created and sustained through warm personal qualities and through a vision of boy need—these must be developed. See Chapter II.

B) **A more standard outcome in the life of the Individual Boy.**

1) This will come locally through the better quality of man as leader.

2) Through the better training mentioned above including specifically **knowledge** of Boy nature.

3) Through the individual leader working deliberately toward **specific objectives** with the best methods for realizing them being made available to him.

4) A well organized Court of Honor (see Chapter IX) can do much through standardizing its instruction and testing. In all these the vital standard must be that the scout be able and be called upon to **do,** not merely to **know.**

5) What should be a satisfactory moral outcome of the program? Voelker's study of the enhancement of Trustworthiness by 90

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days of Scout training on new groups (with proper non-scout parallel control or test groups) revealed a 22% quantitative increase in trustworthiness. While most men will not desire or find it desirable now to thus try to test moral outcomes in laboratory fashion yet it is important that qualitative judgments from parents, pastors, teachers, the boys themselves and others be used to supplement one's own judgment of outcomes. The results should show in the boy's life. Definite effort should be directed to establishing high standards. Perhaps the safest guaranty is the tone of the unconscious atmosphere of the leadership, including one's self. Lofty personal standards tend to be soon reflected. "Character is caught not taught."

6) Service is a moral outcome. What individual and community "good turns" should be a fair goal? The minimum standard of a **"daily good turn"** is one so vital to the real spirit of scouting that its practice should be kept focal in attention and emphasis. Doing it one's self to the boys and others creates a sound personal background for emphasis. Without the "good turn" there is no Scouting Two community "good turns" annually should be a minimum which most groups will multiply several fold.

7) The program through merit badge and advisers should link definitely with vocation.

C) **Local Council Standards of Service.**

In attempting to set up **numerical standards of achievement** for local or national work there are a few factors which should color the interpretation of mere figures.

a) The age of the council

b) Progress already made

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c) The annual objective
d) What have been the facts for other councils during the past year?

It is important that these facts be reduced to a common denominator so as to make comparisons possible.

For example to say that one city has 1,000 Tenderfoot Scouts and another has 200 tells little—the significant thing is **what percentage** of the scouts are Tenderfoot.

This last is done in the following summary.

Dec. 31, 1919 Population	Av. No. Scouts	Av. No. Troops	No. Pop. to 1 Scout	% of Avail. Boys	% Tenderfoot	% Second Class	% First Class	No. Scouts per Merit Badge Scout	No. Scouts per Scoutleader	Total per Scout Expend.
Class A Over 1,000,000	5795	233	349	3.73	58.7	22.2	5.9	21.3	3.9	$ 6.45
Class B 400,000–1,000,000	2022	85	282	4.47	62.0	24.8	10.6	16.7	4.1	$ 7.63
Class C 125,000–400,000	1089	44	186	6.97	69.3	21.3	6.6	14.3	3.4	$11.34
Class D 75,000–125,000	607	26	161	7.69	66.7	30.3	9.8	16.8	3.1	$10.36
Class E 35,000–75,000	319	15	161	7.84	70.0	27.2	9.0	13.8	2.3	$16.21
Class F Under 35,000	213	10	101	13.51	69.0	27.2	18.9	18.3	2.2	$17.63
Grand Averages	637	26	211	9.4	67.9	25.5	8.4	13.8	3.1	$12.06

Average Results attained by six groups of cities under First Class Council for year ending Dec. 31st, 1919.

1) **What % of available boys 12-19 should be enrolled? Nat'l. Average (1919) 9.4%.** (1st class Councils.)

The average for the country is 9.4% or but one in ten. The smaller the city, the greater the % of boys enrolled, the percentage passing steadily from the Metropolitan average of 3.73% to the cities under 35,000 which reach 13.51% of their boys.

Should not a growing record be made year after year, measurably increasing the % of boys reached?

Communities below the national average have a real task to **become average.**

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Communities above the national average will do well to push onward as the highest percentage of boys recorded is 49.8% (Lewistown, Mont.)

With boys yet unreached no character building and citizenship training program can stop.

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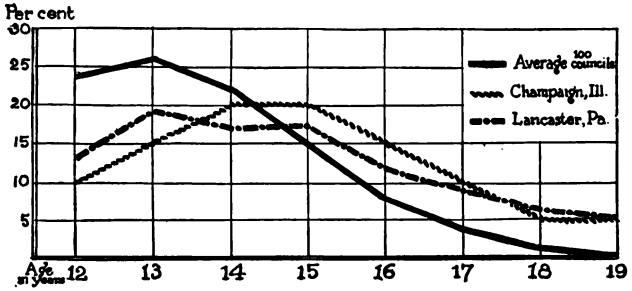
2) What should be a fair age distribution of the scouts?



On the above chart is the average percentage age line of 100 councils 1920 and also those of Lancaster, Pa. and Champaign, Illinois. The Lancaster line approaches a line which holds up all the way across. The distribution would be 12½% in each age if no one died or dropped out and if there were no growth.

When the percentage in the 12 and 13 years together in an established council rises above 38-40% it means that there are too few older scouts left. There is excellent ground for urging that the 18 year old should be 8-10% of the scout enrollment. Each council should better the average record above.

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3) **What percentage of loss (if any) should be accepted as inevitable?**

(a) **Scoutmaster Loss.** The average % for all First Class Councils in 1919 was **33%**; 22,922 registered during 1919—7,542 dropped. (See Chapter XXII, p. 471.)

(b) **Troop Loss.** The average % for the First Class Councils in 1919 was 19%. (See Chapter XXII, p. 472.)

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(c) **Scout Loss.** In 1919 one scout in every three was dropped.

Every council should strive to keep below these averages—which are dangerously high.

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4) **What is a fair and defensible annual per scout cost?** (Annual First Class Council Average $12.06.) This should not include permanent equipment, camp site, etc. expenses, only the cost of actual operation.

The table above shows a higher per scout cost in the smaller cities ranging from $6.45 in Metropolitan to $17.63 in cities under 35,000 with a range from $2.29 to $63.50 per scout.

Age of council is a vital interpreting factor as a Council just beginning may have the overhead expense which could handle 300 scouts as well as the 30 they have for example.

However per scout costs can only be justified in terms of the results in % of boys reached, progress made, etc., etc.

The real question is what could the metropolitan group spending $6.45 do if they could have $17.63 or even the National First Class Council average of $12.06 per boy? The larger councils need more money and they have relatively fewer first class scouts and merit badges than the smaller cities and also reach a smaller percentage of the available boys! The reason must be sought.

Local Council Standards of Progress

1) **What percentage of growth should be sought? Nationally the percentage was 8.8 in 1919, over 1918.**

It is important that **growth** be **permanent**; be **natural, not mushroom**; be continuous, not "spurty."

Perhaps the most significant standard is to fix a possible growth objective and **meet it.** It would seem that growth might properly at least keep pace with the population growth.

Many have suggested that a 10-20% growth annually is entirely reasonable to seek.

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In determining this locally it is desirable to have the percentages for a series of years, the inventory of unoccupied territory and of eligible institutions therein, and an inventory of community boy life.

The average troop in the U. S. has about 20 in it. Adding 5 boys to a troop would at once add 25% to the enrollment. To grow 10% is only necessary for every troop to add 2 or 3 boys.

Boys must not be taken in more rapidly than can be given adequate leaders.

Another and inverse measure of this question is found in the number of population to one scout.

2) **What should be the percentage distribution of scouts among Tenderfoot, Second and First Class?**

The above summary indicates that the national figures are approximately

67% Tenderfoot 25% Second Class 8% First Class
with 1 scout in 14 getting merit badges

It is good scouting to strive to keep the Tenderfoot Class smaller—probably not over 50%.

The fall of the year will naturally find more Tenderfoot than the coming of the next summer as the interval will have permitted advancement.

Allegheny Co. Council set up the standard of **each scout to advance at least one rank during the year.** That is simple and if done guarantees steady progress.

3) **What merit badge progress should the scouts be expected to reach?**

Certainly the rates of 1 in 14 is low, though one should remember that there are only 8.4% First Class.

If each eligible scout will earn not less than 2 merit badges annually: if the ratio of scouts to one merit badge scout be kept below 14 to 1—these, while not too high, represent goals attainable.

The other items of the above table are to be found in the appendix and should be studied comparatively in setting up local standards.

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TO YOU

To you who enter this room as a guest, we, the Boy Scouts of Toledo, extend a hearty welcome.

We may never see you or get to know you, but we want you to feel that Toledo is a friendly city and is glad to greet you. We want you to think of Toledo as a city of Boy Scouts.

This is your home, be it for a day or night only. The people of Toledo, through the management of this hotel and the Boy Scouts wish you well.

Our motto ***"Be Prepared,"*** our slogan ***"Do a Good Turn Daily"*** puts every Scout in the city at your service. Hail a Scout for information or help. You are cordially invited to visit Scout Headquarters on the 17th floor Nicholas Building. To be of service to you will be a pleasure. Scouting is a practical philosophy of life, made for every-day use.

Sincerely,

TOLEDO BOY SCOUTS

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CHAPTER XII

THE PUBLICITY PROGRAM OF THE LOCAL COUNCIL

W. M. Kiplinger—Regional Scout Executive

The local council has continually before it the problem of educating its community as to what the Boy Scouts of America stand for and how the program of Scouting can be utilized. Few public institutions have been able to go far without the aid of constructive publicity; hence it is imperative that every Scout Executive acquire a working knowledge of the fundamentals of publicity, which is the quickest and most effective way of reaching the people of the community.

The successful council must educate its community to appreciate boyhood and to know the problems of boys' work in the community. The task of making the community acquainted with the conditions of its boyhood and how the Scout program meets their needs is one of the most important problems of the Scout Executive and he should have the assistance of a strong committee of the council to plan this feature of his work. Every activity of the local council is in a more or less degree dependent upon the publicity program. The relationship of publicity to the raising of money, to enlisting leadership, to camp activities, is such as to make it essential that adequate attention be given the question of publicity by the local council.

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WHAT SCOUT PUBLICITY SHOULD ACCOMPLISH

"First, it must awaken the community to a consciousness of the fact:

- **a. That there are boys maturing in the community.**
- **b. That these boys have needs different from adult needs.**
- **c. That what these boys do determines their habits—determines largely the kind of citizens they shall be.**
- **d. That the providing of things for these boys to do cannot be with social safety left to chance; that boy wastage spells community danger.**
- **e. That the community must therefore recognize the need of purposeful character and citizenship building service.**
- **f. That the community must be inspired to meet the need.**

Second, the publicity program must reveal the fact that:

- **a. Scouting offers a proved program for boy need.**
- **b. While the program is national it is for local use, run by local men for the benefit of local boys.**
- **c. The program is fundamentally and actively religious though non-sectarian, treating Catholic, Protestant, and Jew with equal "respect" for the convictions of each.**
- **d. The churches have endorsed and are widely using this program to make the church a hub of the recreational and community service life of its boys.**
- **e. The scheme of organization is democratic and representative.**
- **f. Scouting provides the community with a wealth of social service from its boys, it awakens boys to do something for the community that the "Good Turn" means "going about seeking to do do good."**
- **g. The value of boy service to the community has been very generally under-estimated.**
- **h. Thus providing the boys with chances to participate in community life it trains its boys to become later leaders of community activities.**

(by Dr. H. W. Hurt, in "Scout Executive" June 1920)

PUBLICITY METHODS

There are several headings under which the subject of publicity may naturally group, as:

1. The Press.
2. Scout Service.
3. The Voice.
4. The Picture.
5. Demonstration.
6. Indirect Publicity.

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THE PRESS

Newspaper publicity is of great value, in that it quickly reaches thousands of homes. It must contain the following elements:

1. Human Interest.
2. News value.
3. Must be non-technical in nature.
4. Must possess a general as well as a class appeal. It must be written to reach the greatest number of people.
5. Should contain names.

A regular Scout column in a local newspaper is a good feature. The advantage of it lies in the fact that Scouts and Scout leaders look for it, and find there many items of interest. The weakness of the regular column lies in the attitude of the public toward any departmental stuff; they are liable to skip it. The Executive should plan on conducting a Scout column for those interested, but should run special stories often which will interest the general public. Care should be taken to split news among the various papers of the community. It is important that no one paper be favored; it is wise to have newspaper men on the council.

After considering what the newspaper will accept as good news, the Executive should realize that every story which is run about Scouting should have a definite objective; namely:

Objective

1. To win the support of the general public.
2. To stimulate a desire in the heart of readers to have their boys become Scouts.
3. To sustain morale.
4. To create a desire in non-scouts to join troops.
5. To awaken men to the possibilities of Scout leadership.

Care should be taken to avoid:

1. Sensationalism which is not lasting, and which will key up the readers to expect the impossible.

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2. Stirring up class feelings.
3. Executives should see that items do not appear in their papers, which will lead sects and factions into believing that Scouts are being used against them. In this connection it is well to emphasize the value of suppression as well as the value of publication.
4. Care must be taken to see that trivialities which may give the public the impression that Scouting is a petty sort of a movement are kept out of the newspapers.

Difference Between News and Propaganda

News paints a word picture only—it is written to appeal to the greatest number of readers. Interest is the main objective, and it matters not whether the story will help or hurt the subject that they write on.

Propaganda, on the other hand, is definitely biased in favor of a subject—to illustrate—it is actually good news from the standpoint of the newspaper when a Boy Scout drowns; for here the unusual has happened, not an ordinary boy but a Scout, one who is supposed to have a knowledge of water. As good as this story is from the angle of the newspaper, it is ruinous from the angle of the Scout movement. On the other hand, if a Scout should be drowned in attempting to save life, the story could be written as an illustration of the spirit of sacrifice which is instilled by Scouting.

News Material

Every piece of Scout service rendered presents an opportunity for publicity. Constantly calling the attention of the public to service rendered by Scouting is essential to the success of Scouting.

A carefully prepared story on the Court of Honor makes good reading, and helps both the Scout and the movement.

The material sent out by the publicity department of the National Council, furnishes a basis for splendid news stories. This material, however, should be given a local turn whenever possible.

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The Executive will find constant news to give out of informative and inspirational character in the printed material sent out regularly from the National Council Office. The Chief Scout Executive's page of official news in "Boys' Life" in addition to the regular issue of Scouting, contains official news of the movement nationally.

Almost every activity of the local council—hikes, camps, troop meetings, competitions, council meetings, etc.,—furnishes material for newspaper publicity.

How to get Newspaper Publicity

a. Appeal to the Editor.
   This should be done on the grounds that publication of Scout news is a business matter for the newspaper.
   Point out that Scout news is good news for the newspaper, containing the elements described above.

b. If preparing his own news stories the Scout Executive should study the style of his local newspapers and learn how to "dress up" a story. It is newspaper style to "begin at the end"; the important features of the story should be told in the first sentence.
   If dealing through a reporter give the reporter news with enthusiasm, and be READY for him. Never keep a newspaper representative waiting.

c. Prepare your copy along the lines accepted by the newspaper—always typewritten and triple spaced. Have your names and organization in the upper left hand corner, and the date of release for your story in the upper right hand corner. Keep the appearance of your copy as clean cut as possible. In preparing your story describe the action the story tells about, but do not make "editorial" comment upon this action unless such comment is used as a quotation. Most newspers prefer to write their own headlines.

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d. Furnish photos to your newspaper as much as you can. Be sure that the photos in themselves tell a story, and that they are supplied with adequate descriptive captions, including full names of people, etc. In furnishing photographs to newspapers always furnish glossy prints as better cuts can be made from them.

Church papers, bulletins of local civic and other organized groups should not be overlooked. Such publications are usually glad to co-operate in carrying stories of the movement.

Local Council Papers

While during the past ten years there have been many experiments made in conducting local council publications of various kinds, there has never been an opportunity for such a thorough study of this subject as to warrant any conclusive judgment as to the relative value of such publications.

It is known that there are a number of scoutpapers which have apparently justified their publication, but on the other hand, there have been a great many which have started and have not been able to continue for various reasons. Paper and printing and the special qualifications involved in the publication of a creditable paper costs a great deal of money.

Any project of this kind which is started should be undertaken on the basis of an experiment with definite provision for determining its value as related to the investment, not only of money but of the time of the Executive and other members of the headquarters staff. If a scout publication is undertaken, the question as to whether it should or should not contain advertising ought to be considered as an independent problem. It is poor economy to solicit advertisements for a publication of this kind at the expense of genuinely given outright contributions to the Boy Scout work on its merits.

Mimeographed or multigraphed bulletins to all active scout officials are quite a general practice.

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This service is being maintained without great expense. In many cases there is very definite conviction that this service more satisfactorily meets the need than what is involved in expensive printing. On the other hand there are advantages of a simple scout bulletin published regularly, where the resources and the leadership permit it without considerable extra investment, because of the great saving in postage where entry can be had as second class mail.

Year Books

Practically the same reasoning should apply in the consideration of a year book. But few councils have undertaken them.

All such questions should be analyzed very definitely from the standpoint of the leadership and resources available for investment in such purposes as compared with the needs of the organization along other lines.

The National Council has agreed to undertake a thorough study of this whole subject for the benefit of the field.

SCOUT SERVICE

Second only to the press in the publicity program of the local council is Scout Service. Perhaps the best and most lasting contribution to publicity is for Scouting to really do something in the community—something big and good. The Executive should seize every opportunity to serve in community affairs. A single bit of service by a London Scout brought the movement to America. The Press, the Public and the individual observing Scout service intelligently rendered with Scout spirit will tell about it to their friends and neighbors and to the world.

VERBAL PUBLICITY

By word of mouth advertising is the best advertising you can have—what one person may say to another.

A speakers bureau is a splendid asset to the publicity program of a local council.

Arrangements should be made to present Scouting to Churches, Schools, Lodges, Clubs, and other gather-

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ings whenever possible. Speakers should be carefully selected and well prepared with short snappy talks on the fundamental purpose and program of Scouting.

Council members, Scoutmasters and Troop Committeemen should be furnished with up-to-date information which will make it possible for them to talk Scouting to their friends and business associates at every possible opportunity. Educate them to do this.

PICTURES

More and more is the picture coming into common use as an advertising medium. Therefore in his publicity program the Scout Executive should not overlook the publicity value of the picture. Every Scout office accumulates many photos which may be used in many ways to tell stories of Scouting to the community. Mounted or framed they may be placed in Railroad stations, Hotel Lobbies, Chamber of Commerce Headquarters, Churches, Clubs, etc., to constantly bring to the attention of the community the story of Scouting.

Motion pictures are excellent publicity, both for educating the public and for recruiting new Scouts. The best of these are: "The Adventures of a Scout," "Knights of the Square Table," "The Lions Cubs," "Days of Real Sport," and "The Littlest Scout." Information as to distributors of these films in various parts of the country may be secured from the Library Department at the National Office.

Every local council should accumulate a set of lantern slides covering their activities, camp, hikes, etc. These are of invaluable use in securing enrollments for summer camps, and enlisting the interest of boys and adults, in Scouting generally.

DEMONSTRATIONS

There are times when stunts are legitimate for publicity purposes. A carefully prepared demonstration on Scouting activities introducing the great out-of-doors, cooking, signalling and first aid, will do much to stimulate the interest of the community in

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the Scouting program. Window displays are excellent; these may include Scouts applying bandages, building bridges, and doing other Scout stunts. In cities where restaurants cook flap-jacks in the windows there is a splendid opportunity to station a couple Scouts with turning ladles and some camp scenery. The big thing in Window trimming is the presentation of a single idea, either through the use of a number of articles relating to that idea, or through a solid window of one thing.

Any book store will concentrate upon Boy Scout books or out-door literature.

Any Department store can easily put on an overnight camping scene in their windows showing various material and equipment used.

Obviously it is impossible to attempt to describe the endless advertising stunts possible under the head of demonstrations. Care should be taken at all times to make certain that all stunts in Scout demonstration are in accord with the ideals of the movement. Fake fires or fake first aid stunts pulled off on the streets are dangerous; it is far better to render one little bit of service which is real than to put on a sensational faked stunt which is staged.

INDIRECT PUBLICITY

Not the least important factor in the publicity program of the local council is the advertising given Scouting by the appearance and behavior of Scouts and Scout Officials. Every Scout and Scout leader is a walking advertisement of Scouting. Every individual in the movement presents to the public not only himself as a Scout, but is responsible for the opinion people have of the 548,000 and more boys and men who comprise the membership of the Boy Scouts of America. As far back as the time the boy becomes a tenderfoot he should be impressed with the responsibility that the badge and uniform places upon him.

Every personal good turn, every bit of local or national service is an advertisement of Scouting. By

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thought, word and deed the Scout, Scoutmaster, and Scout Executive and indeed all who are a part of the local organization should exemplify in their daily lives to the people who are supporting the movement the ideals for which the Scout program stands.

The Executive in his own personality, personal bearing, official actions, and business dealings will be a real publicity asset if he is true, dignified, a man of high motives, prompt action and manly bearing.

A group of high-minded Scoutmasters, loyal to Scouting ideals, sacrificial in service and thorough in their Scouting ministry will give the Scout Movement splendid standing and an excellent appraisement by the Community.

Well groomed, gentlemanly Scouts who live up to the Scout Oath and Law and who are well disciplined and well trained are of the greatest value as a publicity asset.

If the local Scout movement can have identified with it the best men of the community as its council members and a man of unselfish mien and purpose as its Commissioner, the community will give high appraisal to its Scout work.

No amount of attractive publicity material will make up for deficiency in boy and man personnel.

While the above six major methods cover the general scope of local council publicity there are many publicity stunts which have value and which should be incorporated in publicity program. For instance:

Scout anniversary week offers an opportunity to bring to the public in a big way the things for which Scouting stands. Detailed suggestions for anniversary week programs are announced by the National Council each year.

City celebrations such as fall festivals, Memorial day, Armistice Day, etc. offer opportunities to bring Scouting before the public.

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Field days, rallies, contests, etc., should be used.

Public Courts of Honor are effective.

Parents' nights at troop meetings present an opportunity to acquaint Parents and the Public with Scouting.

Summer and winter camps and, as said before, practically every activity of the council, has in it publicity possibilities.

Emergency duty publicity is a splendid means of showing the public the value of Scout Training.

CAMPAIGN PUBLICITY

Proper publicity at the time a local council budget is raised has more to do with the success of the financial campaign probably than any other single factor. A strong Publicity Committee should be one of the first considerations in planning a financial effort. Financial campaign publicity might well be divided into, (a) Press, (b) Features and display.

The following suggestions will aid the campaign publicity committee in working out its program:

Press

Prepare news items of the organization of the campaign committee and announcements of the plans as they develop and as they mature.

Enlist the co-operation of editors in writing editorials on the problems and needs of local conditions affecting boy-hood, and the value of the Boy Scout Movement in character building and citizenship training.

Secure appropriate cartoons.

Secure co-operation of local advertisers in carrying slogans and catch lines in their advertising copy.

Supply copy for donated advertising space.

Note

A very effective series of articles, 21 in number, outlining from a "selling" standpoint the program and purposes and activities of Scouting was run by the

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Aurora, Illinois, Council in their local paper before and during a campaign. These articles ran double column 14 to 18 inches per day. The constant presentation of Scouting and what Scouts are, and what Scouts do gave results that marked the plan as a success. This series has been printed by the National Council and is available at $2.95 per set, from the Supply Department.

Features and Display

a. Window displays of Scout made material.
b. Painted bulletins and special signs.
c. Street banners and Flags.
d. Car Cards.
e. Motion pictures and slides featuring Scouts; slides advertising the campaign.
f. Printed folder in connection with the campaign. There should be issued a printed folder telling briefly the accomplishments of the past and the things Scouting stands for. Such a folder should contain the Scout Oath and Law, endorsement from prominent national and local men and a definite statement of the benefits the boys, the community and the nation derive from organized Scouting.
g. Other forms of local publicity will suggest themselves to the Committee. The publicity committee should not consider it its duty to merely attract people, but to educate and inform them as to the value of the Scout Movement.

The aim of the local council's publicity program must be to acquaint the community with what Scouting really is—that it is not merely a pastime, but that it is a tremendous force for good in character building and citizenship training service. Publicity is a vital force in reaching the public and it is not for the Executive to say whether he shall or shall not furnish newspapers with news, put on demonstrations, organize speakers bureaus and promote other publicity stunts, for that is an obligation he must fulfill.

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BOY SCOUTS
RECORD OF ACHIEVEMENTS

Not as Chore Boys, but as
JUNIOR CITIZENS of
a GREAT CITY

IN ONE YEAR SCOUTS ASSISTED

Anti-Tuberculosis Society—Stenciled walks "Sprinkle Before Sweeping," distributed literature at ball park, distributed Christmas Seals.
American Legion—Cards.
American Library Association—Posters.
Armistice Day Pageant—Ushered and participated.
Association of Commerce—July 4th Americanization Program, Membership Drive, Stickers and Cards.
Associated Charities—3,000 toys built and rebuilt.
Camp Sherman Benefit for Wounded Soldiers.
Cardinal Mercier Meeting—Ushers.
Charter Centennial—Cards, ushers, guides.
Commercial Lawmakers of America—Service for enlisted men.
Community "Home Coming"—Assisted Will Reeves.
Community Song Week—Window cards.
City Administration in important roles, also, gathered flowers at public schools. Guard of Honor, Memorial Day Parade.
Consumers League—"Xmas Shopping." 25,000 hand bills.
Elks—Municipal Christmas Tree.
Federation of Churches—"Father and Son Week."
Hamilton County W. S. S.—Window cards.
Inland Waterways Association—Tonnage data.
"Join the Guard"—5,000 placards.
Needlework Club—"Help Clothe the Poor."
Red Cross Home Service Posters—"Home Service." 50,000 Roll-Call circulars. Stickers on autos.
Rockdale Temple—Memorial services.
Salvation Army Doughnut Day—Buglers.
Tuberculosis Sanitarium—Furnished buglers.
United States Government—Employment Citation Drive.
War Camp Community—Posters.
Women's City Club—Circulars.
Zoo Fete—Fatherless Children of France.
Scouts engaged in various activities.

HEROIC, HELPFUL, HANDY.

NATIONAL RECORD—

Saved in one Summer 228 people from drowning.
Assisted in 1,104 Community clean-up campaigns.
Established 12 public drinking fountains.
Conducted 30 safety-first campaigns.
Sold $273,000,000 worth of Liberty Bonds.
Sold $49,000,000 worth of Thrift Stamps.
Located 20,758,000 board feet black walnut.
Gathered 100 car loads of fruit pits for gas masks.
Conducted 12,000 war gardens.

For any boy—of any creed—of any race—of any circumstance.

Non-sectarian but truly religious—Non-military, but highly patriotic.

Non-political, but essentially civic—Non-partisan.
Enrollment December, 1918—1,300.
Enrollment December, 1919—2,100.
Endorsed by all good citizens everywhere.

HEADQUARTERS
No. 604 RACE STREET CINCINNATI, OHIO

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CHAPTER XIII

FINANCE

Why Money for Scouting?

For a community to provide for its boys the benefits of the scout program with its attendant adult companionship, costs much of time and something, relatively small, of money.

The Scoutmasters and other leaders give their time the community as a whole must supply the needed funds.

But since the Scoutmaster gives his time, and some institution gives a place of meeting, and the boy preferably earns but at least provides his own uniform, and the troop organization meets the incidental expenses of the troop—and since these contacts with boys are the essence and reality of scouting—why should the community provide money for Scouting?

It has no building program costs to maintain as it uses building equipments already available—so why should scouting need the community's financial support?

Only for the purpose of creating a **service** through a small group of one or more executive specialists to do certain things for the volunteer organization, which they have found it helpful and, because of the technical aspects, necessary to have someone do for them. In larger communities, the pressure of responsibility for so vital and growing a movement as Scouting becomes too heavy for volunteers and the Executive is secured **to help the community recognize its boy need; to help it find and train and use and keep Scoutmasters and leaders; to help provide safe camping privilege and all needed council or city wide equipment; to help it plan and serve and**

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grow sanely and vigorously and continuedly and along lines sufficiently bulwarked by successful experience to safeguard the interests of the boy and the chartered obligations of the Boy Scouts of America.

In reality then, the community is only asked to pay a nominal sum for a very few executive specialists to serve its boy workers and to responsibly conserve the name, interests, and extension of the movement; and a further modest sum for such **general** camp or other activity equipment which individual troops do not have; and also certain amounts for publicity and office, and training and travelling operation and extension, incidental to the major purpose.

Modest as are these needs it is fundamental to a right approach to the problem of thus financing Scouting in a community to remember that money is not being sought for an **outside organization coming in** but rather for making available a **method,** a program for the community to **use within itself** to help **bring out the good in its boys.**

True, in recent years, the plan and practice of National quotas has grown up—but these modest quotas are given for fundamentally the same reason—to help make possible the research and literature and other National field service rendered to all communities **and** to permit these benefits to be made available to communities and boys not yet receiving them.

How Scouting is Financed

The community is dependent upon voluntary contributions for its money for Scouting. These must be provided by the adults—the boys may not be used to secure finances for the community. To ensure the permanency, dignity and effectiveness of the effort, there are certain **general principles** which should obtain in Scout finances:

(1) A Permanent Policy

Whatever **methods** may be used for raising money, certain it is, that the financial policy shall be such as

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to look definitely forward and build for a permanent Scout constituency in the Community. Those men whose generosity underlies all large community projects must be interested and enlisted as the permanent constituency.

(2) Many Contributors

In addition to those larger givers who will carry a large part of the load, there should be as many as possible other contributors. It is better to have a thousand contributors than a hundred giving the same amount. Investing even a small sum of money in scouting also involves as a by-product the investment of some interest. More givers then means more people interested, more as enabling shareholders.

(3) Universality of Support

The principle of many contributors should be applied universally so as to include all the various groupings and interests. Catholic, Hebrew, Protestant should all be included; capital and labor; etc. The wider the range the surer the resultant foundation.

(4) Contributing Based on Knowledge

No man can be expected to give to something he does not know about. Publicity, educating the public as to Scouting is the first and basic step toward securing support.

This need for publicity is continuous, hence its use must be continuous. Community interest, action or spirit cannot be expected to outrun its facts. The average community has very few facts about Scouting.

As such educative work must be continuous, care must be exercised to build publicity broadly and fundamentally so as to build permanently. The temptation to "play up" the spectacular must not be allowed to pass over the basic, big things for which Scouting exists.

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(5) **The "Good Turn" and Money**

Service to the community through community or troop **"Good Turns,"** if well done is the finest sort of publicity—though it should be done for a higher motive. Such "Good Turns" are the magic key to community interest and support, they constitute an ever potential financial asset.

(6) **Men and Money**

Scouting needs men more than it needs money. It is therefore not only the man's contribution that is desired but the man himself. Not a case of "your money **or** your life" but one of **"your life and therefore your money."** Given men interested in serving boys, and they and their friends will watch its financial interests.

(7) **The Potency of the Boy**

The direct appeal of the boy to the man for finances is distinctly forbidden by the National Council.

However the potency of the boy's direct appeal for public interest through demonstrations and personal service—should be recognized.

Demonstration troops or groups will always add to any public presentation of scouting and of course such demonstration uses incident to financial campaigns are entirely sound and fair to the boys.

(8) **Budgeting and Reporting**

It is a sound general principle of financial appeals that the proposed uses for the money sought, should be definitely budgeted and made known. Those investing their money have a perfect right to **know** exactly for what purposes their money is to be used.

This, however, very definitely involves the final step as well, and makes necessary a final report or accountability as to how the funds **were** actually expended.

Whether this final or annual accounting to the public should take the form of a public statement or

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whether one should be personally sent to all contributors is a matter for local determination. Perhaps both may at times be sound.

(9) **Accounting**

A vital principle for all, dealing in any way with public social work funds is to establish simple and accurate and reliable **records** of every financial transaction.

Many honest but careless social workers have come to regrettable but inevitable grief because their own personal finances have gotten mixed up with those of their council.

The most scrupulous care must be exercised to avoid this—indeed the Scout Executive is wise who delegates all receiving of scout money to the treasurer or cashier or secretary in accordance with regularly set-up machinery.

(10) **Limiting Promises**

There have been scout councils and other social movements which have "promised" their Constituency when securing a pledge that they would not be asked again to contribute for a year or for three years and so on.

Unexpected needs and conditions which have later arisen have found these workers much embarrassed because they had needlessly **tied their own hands.** It is sound policy to operate on a definite time basis—to ask for funds for a specific period such as two years.

There is, however, no justification to tie the hands of the organization with promises to not ask for more if it is needed.

Such a promise is in reality an apology for asking at all—and no scout worker should apologize for asking the community to create its own community machinery to meet its own boy needs.

Kinds of Campaigns

During the war, and in part since that time, the word **campaign** has in the minds of many people come to be thought of as a big, public "drive."

The word campaign as used here will follow its meaning as interpreted in the dictionary.

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"A campaign is an organized, systematic, connected series of operations to bring about some desired results."

Such an organized effort may be conducted along widely different lines:

1) **Publicity and Educational Campaigns**

By this campaign is meant the so called "drive" with adequate publicity, interest appeals, extensive organization and numerous personal workers.

The more detailed operation of such a campaign is discussed elsewhere.

As Mr. Whiting points out (page 339), such campaigns of course, are aimed at much more than the financial returns, as they seek leadership and general interest and boy interest as well. It is only fair to state that the war period has brought such campaigns into disfavor in many quarters—yet if thoroughly organized, they still operate successfully.

2) **Annual or ——iennial?**

Should the campaign, whatever its form be conducted annually, biennially, triennially or what?

Those who favor an annual "set-up" and campaign, urge the value of the annual educational publicity—this however, can be incorporated into an educational week as operated first at Flint, Michigan, and at Baltimore, Maryland, where such publicity work is conducted because of its own benefits.

The campaign for a term of years has the advantage of the element of permanency and if the budget be wisely foreseen and allowances made for emergencies will probably work little hardship even with new financial needs.

Special emergencies can be met by special gifts if necessary.

3) **The "Gum-Shoe" Campaign**

The "gum-shoe" campaign covers those that are conducted quietly without public advertising or notice. A selected group of actual or potential supporters are "seen" by the workers and the results secured quietly. Such methods are usually used to meet unexpected and extra-budgetary needs. Such campaigns are how-

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ever "short" on the general educational features of the more public efforts. In "drives," such quiet methods are generally used in advance of the drive to secure the large contributions.

4) **Continuous Campaigns**

Some organizations do not operate annual or "periodic" campaigns but keep in operation a steady and constant search for funds. Such search very properly follows the "Gum-shoe" method, and generally presupposes someone devoting a definite amount of time regularly to such work.

For a service movement like Scouting, it seems in general to be sounder advice to urge that finances be handled and then full attention be given to the serving and the **doing of the scout** work itself.

5) **The Mail Campaign**

There are some organizations which almost wholly finance their work through letter appeals. It should be remembered however, that a letter can be "turned-down" much more easily than an able solicitor. Where letter campaigns are used, it is more effective to have letters signed by prominent citizens and sent by them to their friends.

Such appeals should be accompanied (or preceded) by terse, pictorial, attractive, human-interest circular or booklet material, to convey the information and stimulate the interest on which giving must stand. A letter campaign, of course, involves a "follow-up" letter or indeed series of letters. Lists made up of former contributors will usually respond more readily than new lists.

It is sound strategy to continue the correspondence relation during the annual intervals between gifts by letters containing attractive reports or human-interest results of progress of the work.

Literature and letters alike should be **brief,** epigrammatic in style, virile, and with human-interest appeal. The psychology of attracting favorable attention, turning this into interest, and making interest become **active,** "on the dotted line" is as true in

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letter campaigns as in face to face salesmanship—only it is more difficult. Whether these letters should be sent to the individual's business office or to his residence is an important item which should be carefully determined—perhaps individually.

6) **Telephone Campaigns**

In general what has been said of mail campaigns is true of efforts to secure results over the telephone. Literature or pledge cards on their desks **at the time** when **the friend** or other worker telephones, will be of value. The telephone, however, is probably most useful as a follow-up when the interest already exists in part. In the closing hours of campaigns the telephone may be used for quick action toward aggregate goals.

7) **The Book Campaign**

The "by-mail" circulation of subscription booklets with one page for $1000 gifts—one for $500—$250—$100—$50 and so on. The book containing the names of certain ones who had already signed. The book was returned and then sent to another man.

In larger places, probably 50 or 100 booklets might be in circulation. These were adaptable either to an annual or a continuous campaign. The method was formerly in use by certain local Y. M. C. A. organizations.

8) **Renewal Campaigns**

Renewal campaigns are significant as they are an initial step toward the creation of a permanent financial constituency in the community.

All of the campaign methods already mentioned lend themselves to use in the renewal efforts.

Indeed if this is recognized in the original pledge (see page 343) the problem is simplified.

It is possible to carry the body of the work on renewals and handle new and extension work by enlisting and developing additional new givers.

9) **"Farming-it-Out" Campaigns**

The "farming-it-out" campaigns include those where a Commercial Club or Rotary, or Kiwanis, or

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Exchange, or Lion Club or a lodge or some similar permanent group of eitizens undertakes to "raise the budget" **for** the Council.

Such evidences of interest are of great value provided however, that it is important that such a group should under its leadership call into active participation all of the various elements of religious, business and social life in the community.

Scouting is a community project and its financial support should come from the entire community insofar as possible.

10) **The Community Chest**

Viewed from the angle of the contributor, the Community Chest has a potent appeal. The name Community Chest, however, should only be used where all the philanthropic and social movements seeking community-wide support are included.

The advantages to the giver are relief from a succession or train of appeals as the Chest does this all at once, and for this reason, the Community Chest will doubtless continue to be in evidence.

From the angle of Scouting, sight should not be lost of the fact, that Scouting with its service to boys, has an appeal to the community more potent than that of many organizations which may be in the Community Chest.

Then too, when in a Community Chest, the Scout Council will be limited somewhat in the part of the publicity which Scouting may use. This will probably make an educational campaign desirable at another time and from a service angle.

If the Scout Council is made up of leading men and if the **service** of Scouting to the community has been of fine quality and ample quantity the scout movement can participate in a Chest with full safety.

If only part of the community organizations are included or if they have difficulty in securing their joint budget—then the Scout Council should carefully consider the strength of **its** appeal and the desirability of going before the community alone.

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11) Inside or Outside Leadership

While there are occasions perhaps incident to the setting up of permanent investment when a large sum is wanted, when it may be desirable to bring in a campaign manager from without, it is usually unnecessary.

Generally speaking, the head of the campaign should be an outstanding community leader to whom there can be imparted the necessary knowledge of Scouting.

Generally speaking it is sound and economical strategy to use the communities own leaders and **usual machinery** for raising money.

Usually there has emerged out of the community some outstanding man or group of men who **know** and to whom has fallen leadership in financial campaigns. He and his group of workers are the logical men to mobilize money within their own community—the Council should use them.

12) Special Devices

In certain cases in response to special needs, special devices have been used to appeal to the interest of the giver.

In other cases, these have been utilized as supplementary means of arousing interest. It seems vital, however, to urge that all devices shall be such as to contribute to a permanent financial constituency.

Among such devices have been the following:

a) "Put a Scout on your Pay-roll"
Among others, Oakland, California, has successfully suggested to the industries and business concerns of the city, that they "place one or more scouts on their payroll"—i. e. that they assume the annual per capita community cost of one, or ten, or fifty scouts—the money, of course, being paid to the council as a contribution.

b) "Scout Daddies"
Dayton, Ohio, Jersey City, New Jersey, and other communities, have asked the men of the community to become "Scout Daddies" by contributing to the scout funds. In many cases the men are also asked to give some service as well as their money.

c) "Preferred stock in Future Citizenship"
Carrying out the analogy of investment has been used by Terre Haute, Indiana, and in pamphlet form by Chicago, Illinois. The illustration herewith shows the form of one such "certificate."

d) "Citizen insurance" represents another business idea adapted to the scout situation, in which the donor takes out a certain "insurance policy" for community citizenship in his contribution.

e) "The Man-Boy Partnership" plan of Pittsburgh represents another form of special interest appeal.

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738

No.....

Amount
Subscribed .....

Payment
Herewith .....

Balance
When .....

Subscriber's Signature

.....

Address .....

Solicitor .....

No. 738

Paid $.....

ORIGINALLY INCORPORATED FEBRUARY 8, 1910
CHARTERED BY ACT OF CONGRESS JUNE 15, 1916

Due $.....

Boy Scouts of America

TERRE HAUTE LOCAL COUNCIL

This Certifies, that..... is the

owner of ..... shares of Preferred Stock in the

FUTURE CITIZENSHIP

OF TERRE HAUTE, INDIANA

by investment in the boyhood of Terre Haute through the local movement of the Boy Scouts of America. Dividends in Americanism and Character Guaranteed.

In Witness Whereof, *the Terre Haute Local Council of the Boy Scouts of America has caused this certificate to be signed by its duly authorized officers this Friday, the Thirteenth day of February, 1920.*

Walter E. Rahe, Treasurer *Walter C. Ely*, President

Fred R. Walden, Secretary

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$500.00 a Year Club—Total $1000.00

New Haven, Conn., June ..... 1919.

For Two-Year Extension Program for the Boy Scouts Movement in New Haven, *including an appropriation towards acquiring a permanent camp site, I will pay the sum of* 500 *dollars a year for two years.*

Signed .....

Address .....

Payable Semi-Annually on or before July 1, 1919, January 1, 1920
" " " " " July 1, 1920, January 1, 1921

Unless otherwise directed one dollar of this subscription will be forwarded to the National Council of Boy Scouts of America, and will entitle the subscriber to be enrolled as an associate member of the National Council for the year 1919.

If this pledge is paid in full mark "PAID" here .....
If this pledge is paid in part mark amount here $.....
Solicitor .....
Team No. .....

Fifty Dollars a Year Club--Total $150.00

For a Three-Year Extension Program for the BOY SCOUT MOVEMENT *in* BRIDGEPORT, CONN., *I will pay the sum of* ——FIFTY—— *Dollars a Year, for Three Years.*

Signed .....

Payable Semi-Annually on or before Apr. 1, 1920, '21 and '22
" " " " " Oct. 1, 1920, '21 and '22

Date .....

IF TERMS OF PAYMENT ARE CHANGED PLEASE SO INDICATE

Received { On Acct. / Full } $.....
Cash Herewith.

Please Note Cash Payments. But do not Deduct

Solicitor

$10.00 a Year Club—Total $20.00

New Haven, Conn., June ..... 1919.

For Two-Year Extension Program for the Boy Scouts Movement in New Haven, *including an appropriation towards acquiring a permanent camp site, I will pay the sum of* 10 *dollars a year for two years.*

Signed .....

Address .....

Payable Semi-Annually on or before July 1, 1919, January 1, 1920
" " " " " July 1, 1920, January 1, 1921

Unless otherwise directed one dollar of this subscription will be forwarded to the National Council of Boy Scouts of America, and will entitle the subscriber to be enrolled as an associate member of the National Council for the year 1919.

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If this pledge is paid in part mark amount here $.....
Solicitor .....
Team No. .....

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If this pledge is paid in full mark "PAID" here .....
If this pledge is paid in part mark amount here $.....
Solicitor .....
Team No. .....

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MOBILIZING MONEY

by W. A. Whiting—Former Deputy National Field Scout Executive

"Mobilizing money is a vital problem in connection with the organization, maintenance and management of a Scout Council.

The attempt is made here to point out some of the basic factors in the problem, to supplement the initiative and judgment of those responsible for securing the funds.

Securing money on a community-wide basis is not due to luck nor to "a good idea" which someone chanced to hit upon, but is purely a matter of cause and effect, and we get the desired effect—gifts of money—only when we bring about the necessary causes or conditions.

A Campaign?

A carefully organized procedure is absolutely necessary. Sporadic and spasmodic attempts on the part of several individuals, without supporting efforts appropriately timed and without the advantage of group spirit will almost invariably result in partial or complete failure. Continuous solicitation by paid workers is also unsound.

An organized public financial campaign is analogous to a well-organized sales campaign with its general advertising, its cultivation of customers, its trained and organized selling force, its well-timed and concerted approach to the public and its businesslike and systematic records, follow-up and safe-guarding of the reputation of the commodity involved. Untold millions have undoubtedly been lost by ill-advised, disorganized and incomplete sales campaigns. The same could be said of money-raising campaigns which have not been set up and conducted in accordance with sound principles.

In this respect a campaign is somewhat like the baking of a cake. The omission of even one or two ingredients is pretty apt to cause a failure. And the most unfortunate part is that both processes are alike in that the realization of the omission frequently comes only after the baking is actually in process and it is too late to prevent the whole thing going flat.

Three essential elements are involved in the successful campaign:

(a) The development of a body of prospective contributors, informed, and favorably disposed toward the Movement.

(b) A force of personal workers, thoroughly informed and enthusiastic for the Movement. To be effective this group must be organized with competent leadership, committed to a schedule of action and properly equipped.

(c) These two elements (a) and (b) must be brought together under conditions which will facilitate definite results.

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Successful Fund-Raising Summarized—

1—Conditions previously made favorable should be utilized by judiciously timed and effectively planned efforts to arouse intense interest, primarily on the part of those individuals from whom it is desired to secure financial aid; secondarily, on the part of the community public.

2—With a properly organized, trained and equipped sales force, the merits of community service to boyhood through Scouting must be presented to those asked to contribute.

3—If the confidence of the former and prospective contributors has been maintained, and if they feel satisfied with the interpretation or demonstration of the Scouting idea as given locally—in short, if the local council has made good and inspires confidence in the future—then the result of "one" and "two" will be favorable action (gifts) on the part of a reasonably large number of those approached.

The steps therefore are:

(a) **The development of confidence in the cause and Council.**

(b) **The focussing of the general attention of those expected to give, under favorable conditions.**

(c) **Arousing of personal interest and recognition of merit in the cause**

(d) **Securing agreement, assent, and actual positive action.**

It will be recognized that these are mental conditions and that to produce them successively in one person in one interview requires real salesmanship. To produce these effects and results without personal interview is next to impossible. Even if accomplished by advertising and mail-order methods, the psychological moment usually passes, and the money with it, unless the dotted line on the subscription card is pointed out in timely fashion.

Moreover, to ask volunteer solicitors to seek to arouse this necessary series of feelings or reactions "in cold blood"—out of a clear sky—is unfair to them, an imposition on their time.

Attention and real interest should be secured in advance by community-wide service and activities, by preliminary distribution of literature, meetings and publicity. The solicitors can then clinch existing interest.

To mobilize the sentiment and attitude of a whole community toward a proposition—resulting in desired action on the part of many—is readily achieved by the application of scientific methods. When so done there is a campaign. Without a campaign, results are very doubtful and almost always seriously disappointing.

Campaign Objectives—

Although the securing of funds with which to carry on a given project may be the first end in view, it is usually true that several other very important objectives must be recognized and reached either as a means of securing the money or in order to make the

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effective use of the money possible. After all, Scouting is a means to an end and the ultimate objective—service to boyhood—must not be lost to view. The average local council campaign for funds, therefore, will emphasize the following:

First—**TO EDUCATE, INFORM, INSPIRE OR WARM UP THE COMMUNITY** concerning:

(a) Boyhood, local conditions affecting boyhood and the specific needs of boyhood.

(b) The means and effectiveness of meeting the needs shown through the Scout Movement, and the importance, therefore, of supporting and participating in local Scouting.

(This will help to create local clientele and that general sentiment of interest and approval which constitutes one of the necessary elements in a successful campaign and in successful community work.)

Second—**THE ENROLLMENT OF INDIVIDUALS IN PERSONAL SERVICE TO BOYHOOD,** to the community and to the Nation through participation in the Boy Scout Movement.

(This may involve a mere expression of desire to help, or acceptance of a commission as Scoutleader or Member of Council Committee. It will effectively aid in the success not only of the campaign, but of the organized efforts in the interest of which the campaign is conducted.

(The first service of such volunteers might well be in the campaign, thus creating a campaign personnel of men who will not half-heartedly go through with their part, but will put their whole soul and energy behind the task given them to do.)

Third—**THE RAISING OF THE FUNDS** necessary to effectively organize and carry on the Scout Movement locally for one or more years.

(This should be in effect community action, for the purpose of enabling the Scout Movement, as locally organized, to function in and for the community.)

Fourth—**ENROLLMENT OF THE LARGEST POSSIBLE NUMBER OF BOYS** of Scout age as registered Scouts committed to the Scout Oath and Law and subjected to the benefits of the Movement for character-development and citizenship-training.

(This objective should be emphasized before and during the campaign, but action should be deferred until after the campaign. It is the means to this end which the campaign makes possible.)

With the public—and especially the prospective contributors—appealed to with these objectives and by methods which conform to the scientific and ethical laws which apply, the Council budget should be secured easily and with satisfaction to all concerned."

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SUGGESTIONS FROM SUCCESSFUL CAMPAIGNS IN DISTRICT III

by A. A. Schuck—Regional Scout Executive

"To conduct a successful campaign education and organization are necessary. Education of the community to the value of our movement as a character building and citizenship training program, and the perfecting of a large enough force of campaigners to thoroughly canvass the community in the solicitation of funds:

The procedure naturally divides itself into three sections as follows:

1—The Budgetary Survey.
2—Pre-campaign activity:
1—Publicity and education
2—Building of campaign organization
3—The intensive campaign:
System of operation

The Budgetary Survey

Before compiling the local budget a survey should be made of the local field, keeping the following suggestions in mind:

1—Population and wealth of community,
2—Strength of existing Scout Organization,
3—Possibilities for extension,
4—Equipment available: Office furniture, camp equipment, etc.
5—Area of field to be covered.

The budget is then compiled to assure an adequate organization with sufficient finances to efficiently operate the Scout program, keeping within the financial possibilities of the community. (For items see page 353.)

It is recommended that the campaign be for a three year budget, contributors pledging an annual contribution for three consecutive years, payable semi-annually. This recommendation is made as a measure of practical economy, as the expense of conducting a campaign for three years is about the same as one to raise funds for a one year budget. It has been found, however, that about 20% of all pledges are for one year only.

Ten per cent per year is added to the total of the first year's budget for the second and third year, to cover increased expenditures, due to larger organization needs, salary increases, etc.

Pre-Campaign Activity:

Publicity and Education.

It is absolutely necessary that the movement be fully appreciated locally before the opening of the campaign, and the doing of this requires publicity and education. A strong publicity committee, organized under a capable Publicity Chairman, is needed.

1—Newspaper Publicity:

The outstanding medium for bringing the movement before the citizens of the community is the newspaper. For at least three weeks prior to the intensive solicitation of funds daily articles appear, including:

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No. 3401

MASTER LIST

NAME _____ PLEDGE $_____

RES _____ PHONE _____ PAID $_____

BUS. ADD _____ PHONE _____ BAL. $_____

OCCUP _____

REMARKS _____ NO _____

_____

REPORT _____

CLASS _____ GROUP _____ WORKER _____

AS SOON AS WORKER TO WHOM THIS NAME IS ASSIGNED IS ENTERED, DETACH THIS CARD, PLACE IN ALPHABETICAL FILE. NOT TO BE REMOVED. (UNLESS DISCARDED)

SUBSCRIPTION CARD

YOUR HELP IS NEEDED FOR THE LOCAL BUDGET

BOY SCOUTS OF AMERICA

(CHARTERED BY CONGRESS)

DATE _____

$500.
250
100
50
25.
10.

FOR THE SUPPORT OF THE BOY SCOUTS OF AMERICA (LOCAL BUDGET) AND IN CONSIDERATION OF SUBSCRIPTIONS BY OTHERS I HEREBY AGREE TO PAY $_____ FOR THE ENSUEING YEAR AND A LIKE AMOUNT FOR EACH OF _____ YEARS FOLLOWING.

SIGNED: _____

This Year's Subscription____ In 10 Days____ Semi Annual____ Quarterly____

BOY SCOUTS DO A GOOD TURN DAILY

CITIZENSHIP TRAINING CHARACTER DEVELOPMENT AMERICANIZATION

CONTRIBUTOR'S RECEIPT

This is to Certify No. _____

That _____

HAS SUBSCRIBED TO THE FUND FOR LOCAL BUDGET OF

THE BOY SCOUTS OF AMERICA

FOR THE YEARS 192__ 192__ 192__

AND HAS THEREBY AIDED TO INCREASE AND EXTEND THE SERVICE TO BOYHOOD, THE COMMUNITY AND THE NATION, THROUGH THE SCOUTING PROGRAM FOR CHARACTER BUILDING · CITIZENSHIP TRAINING · AMERICANIZATION

DATE _____ SIGNED _____

SOLICITOR

BE PREPARED

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(a) Human interest stories, based on local and national Scout activities.
(b) Publishing of endorsements of the Movement and the campaign, secured from the most prominent citizens of the community.
(c) Material for news articles can be secured from National Council literature. Aurora publicity stunt and plates supplied by the Western News Agency.

2—Demonstrations:

For at least one week, preceding the solicitation of funds, first aid, signalling, knot tying and other Scoutcraft demonstrations are conducted by Scout Patrols on the main streets.

Windows in the most prominent stores are secured and window displays set up, including model fires, lean-to's, knots tacked on a board, Scout Oath and Law cards, etc.

In communities having a number of registered Scouts a small window card, to be placed in the Scout's window at home, bearing the announcement "A Boy Scout lives here" has proven very effective.

3—Posters:

Posters advertising the campaign are circulated liberally and placed in store windows. Automobile windshield posters are very effective when used in quantity.

4—Moving pictures and theatres:

The Managers of all Moving Picture Houses and theatres can be interviewed and permission secured to run slides. It is suggested that one slide have an announcement of the campaign dates, amount, etc., and another have the Scout Oath thereon, etc.

5—Public Speakers:

Starting a few days before the campaign, "Minute Men" appear in all theatres, moving pictures and public gatherings, emphasizing the value of Scouting to the Boyhood of the community.

Every minister, priest and rabbi is requested to preach a Scout sermon on the Sunday preceding the campaign, and literature to be used in preparing same is supplied.

On the same Sunday "Ten Minute Speakers" appear in every Sunday School, to emphasize the value of Scouting to the Sunday School and its members.

Addresses are delivered before all Clubs and Lodges, including Rotary, Kiwanis, Lion and Exchange, Chamber of Commerce, Business Men's Clubs, Churches, Schools, etc.

Progress Sign:

Just before opening of the campaign, a large sign, erected in the most prominent location available, to denote the progress of the campaign. will be of great value. It should be so planned that it will hold the interest of the people all during the campaign. This can be done by having something mechanical, that appeals to the eye.

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Four suggestions follow:

1—A perpendicular sign, depicting Scout climbing a ladder. Move the figure up a rung for each certain amount raised.

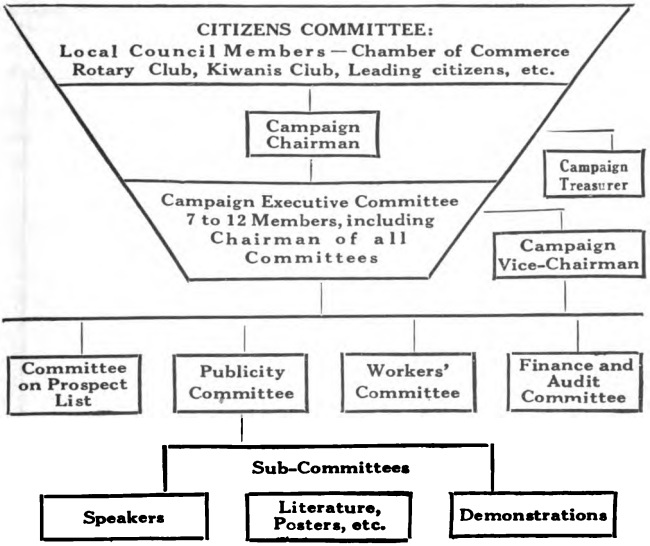
2—Horizontal sign, numbered across the top from left to right, with figures ranging from $1,000, advancing consecutively by thousands, to amount necessary to be raised. Have a Scout effigy to hang on the face of the sign, which can be moved from left to right across the board, as the indicated amounts are raised.

3—A large clock sign, having on the dial amounts ranging from one thousand consecutively by thousands, to amount needed. Clock hand to be moved to indicate amounts as secured. Caption "You still have time to make a subscription."

4—Clock sign, denoting amounts as above, but having a large Scout in the center, signalling. The signalling arms should be movable, so that they can be raised to point to the amounts as raised. Cloth flags in the hands of the signalling Scout will attract the eye of passers-by.

The effect of this publicity and educational campaign will be to create sympathetic community interest that will insure a successful campaign, but even more important than that, will be the educational effect it will have on local interest in the Scouting movement and its future development, which, even excluding the money raised, would be worth all effort, time and expenditures made in the campaign.

CAMPAIGN ORGANIZATION



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Citizens' Committee:

The Citizens' Committee is composed of all the leading citizens of the community. An effort is made to have all members of the local Council (if organized), Rotary Club, Kiwanis Club, Chamber of Commerce and others included.

Campaign Executive Committee:

The Campaign Executive Committee consists of seven to twelve of the most aggressive men of the community. A man capable of leading others, big enough to enlist the support of all leading men and with inspirational qualifications, is chosen as Chairman of this Committee and the Campaign Organization, to be known as the Campaign Chairman.

This Committee is responsible for the planning of the Campaign, through its committees and for the organization of the "Flying Squadron," preferably from its own membership, who will be responsible for securing, by solicitation of large prospective contributors, 30% of the total amount before the intensive campaign opens.

Committee on Prospect Lists:

This Committee is responsible for the preparation of a list of selected contributors. This list should have between 2,000 and 5,000 names thereon, according to the size of the community and the amount to be raised.

Old campaign lists, telephone books, directories, etc., are used in the compilation of this list; but care must be taken that all "dead" names are eliminated. Prospect cards should be prepared in advance, with name, address, etc., thereon, to be used by solicitor.

Suggested form:

NAME.....

Residence.....

Business address.....

Remarks:

Team No. Worker's Name

....

Note: If pledge is secured this card can be destroyed. If not, report of reason, etc. should be made under "Remarks" and card turned in to Campaign Committee immediately.

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In many campaigns the placing on the prospect card of the amount it is thought the prospect should contribute, for the information of the solicitor, has proven very effective. This is often done in code: e. g. BRICK HOUSE
12345 67890

Publicity Committee:

The duty of this Committee is to carry out the plan of publicity, as outlined in the forepart of this article, under the heading "Publicity and Education." It is recommended that this Committee have three sub-committees, in order to insure the carrying out of the plan in detail.

The Committee on Speakers arranges with Lodges, Churches, Theatres, etc. for speaking engagements, and supply the speakers.

The Committee on Literature, Posters, etc., arranges for the securing of all advertising material and the distribution of same. Uniformed Scouts can be used to good advantage in the distribution.

A Campaign information folder is prepared and printed; this is mailed three days before the campaign opens to every prospective contributor for whom a card has been made. This folder includes several good Scout pictures, endorsements and pictures of the leading citizens, religious endorsements signed by the Protestant Ministers, Catholic Priests and Jewish Rabbi; endorsements of the Governor of the State, endorsements of National Government Officials; an article stating in detail what the money will do, an article explaining the value of the Scout Movement as a civic, religious and social asset, and a list of the names of the Campaign Committee. This folder should be attractive, neat, appealing, to make an impression on the prospective contributor that will be of assistance to the solicitor.

The Committee on Demonstrations in co-operation with the local Scoutmasters, arranges for all street demonstrations, parades, window displays, progress sign, etc.

Workers' Committee:

The Campaign Vice-Chairman is Chairman of this Committee and leader of the Team Captains. He may be called the "Colonel." Under his leadership a strong soliciting organization is perfected. When organizing, the goal is generally at least one team for every Thousand Dollars. $2,000 has been found a good team limit in the average community.

The minimum strength of a team has been five members and the objective ten members. Team Captains have been permitted to select their own workers, and it must be realized that as this is a most important undertaking, real men must be secured as Team Captains and Workers. The following sources can easily be relied upon to furnish the right type of men: Rotary Club, Kiwanis Club, Lion Club, Exchange Club, Chamber of Commerce, Young Men's Business Clubs, Elks, Knights of Columbus, etc. Remember the more workers secured, the easier the individual's job.

Team spirit must be created, which will result in competition that insures success.

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Finance and Audit Committee:

This Committee authorizes all expenditures and also receives all campaign funds and audits Team Captains' daily reports.

It is suggested that the Campaign Treasurer be made Chairman of this Committee.

This Committee generally uses a Pledge Card, to be signed by contributors:

A Sample Form

....., Boy Scouts of America Name of Town	
ANNUALLY 1921-22-23 $ 10 ..... 15 ..... 20 ..... 25 ..... 50 ..... 75 ..... 100 ..... 250 ..... 500 ..... 1000	Amt. Cash $.....Dec.....1920 Realizing the value of the Boy Scout Movement as a character building and citizenship training asset to and in consideration of the subscriptions of others, I pledge to pay annually during 1921-22-23 as a SUSTAINING MEMBER, the amount checked in the margin. Payments may be made semi-annually, preferably and Payable..... Signed..... Address..... Make all checks payable to .....Treasurer, Boy Scouts.
A SCOUT LAW: "DO A GOOD TURN DAILY."	
Secured by	Team No.

INTENSIVE CAMPAIGN

System of Operation

The intensive campaign is frequently conducted for a three day period. It is suggested that the campaign officially open on a Monday night, with an early dinner, so that the entire evening will be free for the distribution of prospect cards, inspirational talks, etc.

The prospect cards which have been previously prepared by the Committee on Prospects, may be distributed early in the evening. The Chairman should impress on the Team Workers the necessity of every prospect being seen and the card returned if he refuses to contribute, with the reason noted thereon.

Two systems of prospect card distribution are recommended as follows:

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1. The cards to be previously sorted, so as to have the prospective contributors grouped geographically into as many packs as there are teams. The teams, as units, to be seated at tables and the Captain to distribute the cards to his men, giving the individual the prospects he can most efficiently and conveniently solicit. This method, unfortunately, enables some teams to get the sections of the city in which more wealth is located.

ONE PAYMENT PLAN — RECORD OF PAYMENTS

192__ DUE (DATE) ____ PAID $____ BAL DUE $____ COLLECT (DATE) ____
CORRESP
REMARKS ____

192__ DUE (DATE) ____ PAID $____ BAL DUE $____ COLLECT (DATE) ____
CORRESP
REMARKS ____

192__ DUE (DATE) ____ PAID $____ BAL DUE $____ COLLECT (DATE) ____

PART PAYMENT PLAN SEMI ANNUAL ____ QUARTERLY ____

192__	DUE $	DATE	PAID	DUE $	DATE	PAID	
	DUE $						
192__	DUE $						
	DUE $						
192__	DUE $						
	DUE $						

PROSPECT CARD

NAME ____ PLEDGE $____

RES ____ PHONE ____ PAID $____

BUS. ADD ____ PHONE ____ BAL $____

OCCUP ____

REMARKS ____ NO____ ____

REPORT ____

CLASS ____ GROUP ____ WORKER ____

NOTE: APPOINTMENTS, HOURS IN ETC. UNDER REMARKS. FINAL REPORT ON NEXT LINE. FILL IN FIGURES, SIGN YOUR OWN NAME AND GROUP NUMBER AND TURN IN IN REPORT ENVELOPE IMMEDIATELY

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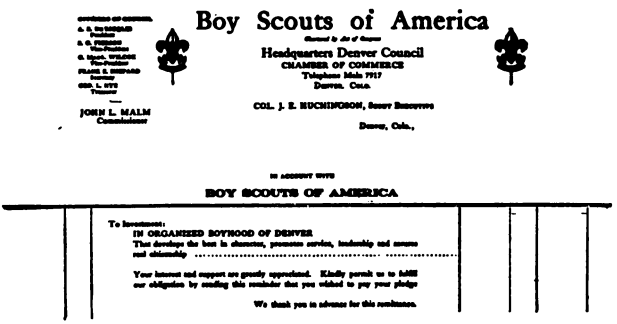

Boy Scouts of America

Headquarters Denver Council
CHAMBER OF COMMERCE
Telephone Main 7917
Denver, Colo.

COL. J. E. HUTCHINSON, Scout Executive

JOHN L. MALM
Councilmember

Denver, Colo.,

IN ACCOUNT WITH

BOY SCOUTS OF AMERICA

To Investment:
IN ORGANIZED BOYHOOD OF DENVER
That develops the best in character, possesses service, leadership and secures real citizenship .....

Your interest and support are greatly appreciated. Kindly permit us to fulfill our obligation by sending this reminder that you wished to pay your pledge

We thank you in advance for this remittance.

My Dear Sir:-

We want to thank you, on behalf of the boys of Chicago—one-third of whose life as leisure time is endangered by lack of useful and interesting things to do—for your contribution which is making it possible for the Boy Scout Movement of our city to bring to these boys the companionship of an earnest, red-blooded, right-hearted member of our community, who is trying to help these boys do things that will build character and good citizenship.

In these troubled times such human qualities are needed and we appreciate your help in this work.

On behalf of our President, Mr. Harold F. McCormick, and Mr. Howard F. Gillette, the chairman of our Finance Committee, and in the name of our Treasurer, Mr. Charles S. Dewey, I want to thank you for your check for $.....

I hope, should opportunity be available, that you may stop some time at our Central Office, 203 South Dearborn Street, that we may tell you something of the work which your contribution helps make possible.

Yours for a better Chicago.

Cordially,

SCOUT EXECUTIVE

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After the campaign is over a list should be made by the campaign manager of the men that developed as possible good men for the Council organization and turned over to the proper local men. A list also can be made out of effective captains and solicitors for possible use in the next campaign.

TEMPORARY RECEIPT

Bridgeport, Conn., _____ *192*

Received of _____

_____ *Dollars*

Payment on pledge for Boy Scout Work in Bridgeport, April 1, 1920 to April 1, 1923

_____ Solicitor

Regular Receipt from Treasurer will be mailed at Close of Campaign

THE BRIDGEPORT COUNCIL – BOY SCOUTS OF AMERICA
(DISTRICT OF BRIDGEPORT, FAIRFIELD, STRATFORD AND TRUMBULL)

....., 191

M.....

The Council gratefully acknowledges receipt of your payment of $.....
(In Full) (Annual Instalment) (Semi-Annual Instalment)
on your subscription of $.....for the three year extension program for the Boy Scout Movement.

..... Treasurer

OUR MOTTO

"DO A GOOD TURN DAILY"

We wish to acknowledge with Thanks a contribution to the Boy Scouts of America.

Received from

HARTFORD COUNCIL, BOY SCOUTS OF AMERICA

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2. This system has brought excellent results:

The prospect cards are divided into as many packs as there are teams. Each team captain is handed a pack and given a certain number of minutes to read off the names of prospective contributors thereon. His team workers take those cards they can best solicit. At the end of the allotted time (usually three minutes) all teams exchange cards, the cards remaining in packs, and this procedure is continued until all packs have been gone over by each team. This system stimulates considerable interest among the team workers in their effort to secure the cards of the prospects they desire to see.

Note: The prospect card system does away with the house to house, door bell pulling campaign, and makes it a personal affair, whereby each man can choose ten or fifteen or twenty prospects that he can not only most efficiently solicit, but also usually get best results from.

Tuesday, Wednesday and Thursday are recommended as soliciting days, leaving Friday and Saturday for "Clean-up" days, if the campaign is not "over the top" by Thursday night.

It is suggested that the campaign officially open with a dinner, to be served in the early evening the night before the first day of active solicitation, so that the entire evening will be free for the distribution of prospect cards, inspirational talks, etc. As suggested above the Campaign Chairman should impress on the Team Workers the necessity of every prospect being seen, and the return of the card if said prospect refuses to contribute, with reason written thereon. Someone else may be able to get him.

A strong, inspirational Scouting talk is generally given and pledges taken from all Team Workers before the meeting adjourns.

This three day intensive campaign usually accomplishes better results than one having a longer period of time, as the workers start at once, realizing they must work fast and hard, to put it over in that space of time. This keeps up the enthusiasm.

As many cash payments on the first year pledge are secured as possible and where convenient to the giver.

Luncheons are held daily, at which time reports are received from each team and marked on a large "Team Progress" board, previously made for that purpose.

An inspirational short talk may well be given and challenges between teams worked up, to see which team brings in the greatest amount.

The "Team Progress Sign," above mentioned has proved a stimulus to greater efforts and better returns.

The last day's luncheon may well be held at night, so as to enable the team workers to have a full day for work. The first two days it is recommended that noon-day luncheons be served.

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Expenditures for month of _____ 1920

_____ District

Chicago Council Boy Scouts of America

Account	Yearly Budget	Expense for Month	Expense To Date	Balance
Executive Salaries				
Clerical Salaries				
Exec. Inc. Expense				
Traveling				
Auto Expense				
Auto Insurance				
Rent and Light				
Telephone and Telegraph				
Postage				
Office Supplies				
Office Equipment				
Office Inc. Expense				
Publicity				
Camps and Hikes — Equipment				
Camps and Hikes — Leadership				
Instruction and Promotion				
Contingent Fund				

_____

Bookkeeper.

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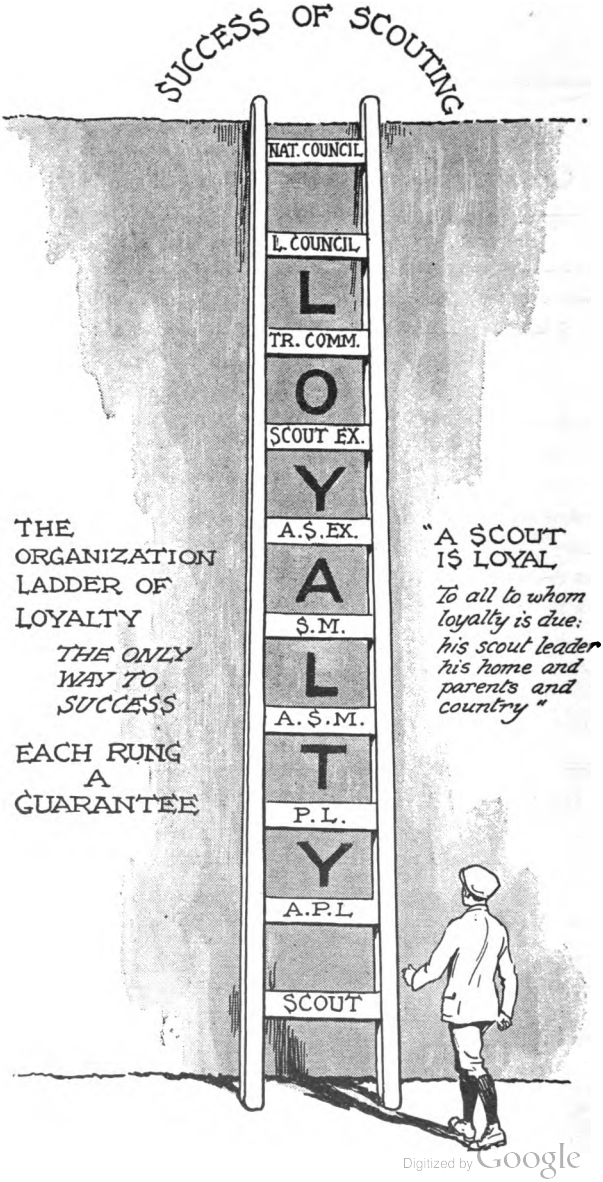

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CHAPTER XIV

RELATIONS WITH OTHER ORGANIZATIONS

> **"The purpose of this corporation (Boy Scouts of America) shall be to promote through organization, and COOPERATION WITH OTHER AGENCIES the ability of boys to do things for themselves and others, to train them in Scoutcraft, and to teach them patriotism, courage, self-reliance and kindred virtues, using the methods which are now in common use by boy scouts, by placing emphasis upon the Scout Oath and Law for character development, citizenship training and physical fitness."**

General Policy

The position of Scouting toward other organizations therefore is clearly set forth in the National Constitution—cooperation is its task—never competition.

Serving boyhood is its business, in which, however, it neither seeks nor desires monopoly. Every agency which resultfully seeks to serve boyhood in character building or citizenship training is a brother-in-effort to be aided. The task of reaching the boy into whose life come too few character building influences is a task which all existing agencies are at present unable to cover.

Scouting and the Home

(1) The aims of Scouting for character building intimately coincides with the Home aims and prayers for its boys.

(2) The outcomes of scouting, its "good turn," its cheery obedience, its worthiness of trust, etc. are to be awaited as results sensed through their being lived in the Home. Frequent visits and conference and understanding between the Home and the Scoutmaster will make possible more effective work by each. Scouting must ever be considerate of the home point of view.

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(3) Scouting does not compete with the Home—drawing boys from it but deliberately seeks to strengthen the home ties.

(4) Scouting, in the light of past experience, may resultfully look to the home for adult leadership, cooperation, and support in the general work of Scouting. The testimony of scout workers as to "how I became interested in Scouting" points with almost unerring directness along the trail to his own or some other boy.

(5) The contacts of the Executive with Scout Homes will generally be through the Scoutmasters or through correspondence.

Scouting and the Church

(1) The aims of the church include the Scout Aims of Character building though the church has traditionally given too little of organized heed to the boy's interest. The relationship of Scouting to the church is that of a developed and tried program, ready and available for the church to use.

(2) The chief problem is coordination with the church program and this is basically only a problem of personnel; given any scout man who can read and live the 12th Scout Law there need be no problem. The scout leader who disregards the church dates and services in preparing his own troop or city program **ought to have trouble.** Team play and respectful consideration for the convictions and customs of others leave no ground for trouble. Such difficulties are automatically solved when the church runs its own troop, with its own committee and leadership.

(3) **Suitability of Program for Church Use.**

(a) Scouting is essentially sound as a Social organization in that it makes the community responsible for and active in **meeting its own boy needs.** From the viewpoint

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of the Church this is imperative. No church could soundly use a character building program over which it could exert no coordinating or censoring control.

(b) Scouting has no great building costs and program and problems with a professional staff working somewhere in their own building and hence apart from the church: Scouting in the church ideally and actually operates under church control, with the church as rendezvous, and with Church Leadership—a volunteer but selected leadership.

(c) In small and large communities alike the control of a scout troop inheres constitutionally in the Troop Committee, who represent the institution or group of citizens who are thus actively assuming an organized interest in their own boys or in some other group—preferably their own! The Church's control of its Troop Committee is definite and absolute. The Troop Committee controls the troop through selecting the Scoutmaster and other leaders and through responsibly supervising their activities.

(d) The Church finds in the scout group a **natural grouping** bound by **internal** ties of **other associations** and experiences and adventures—upon which may be built a very definite program of religious education.

(4) **The Advantages Scouting Offers the Church**

(a) As just suggested above, Scouting offers a tried, proved program ready for use under conditions of complete church control to reach boys the church wants and needs to reach.

(b) Scouting gives the church potentially a seven day grip on the boys leisure and may thus

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make the church the "Hub" of the boys recreational life.

(c) Traditional church and school procedure gave scant heed to boy interests. Scouting offers the church a program of **activities** which grips boy interest, thus making possible to hold him through those restless years of 'teen readjustment whence crime and religion alike recruit their largest numbers.

(d) Scouting provides a **habit** rather than a precept basis for morals. **The things boys do build their habits** and their habits determine their conduct and character. The program builds habits both personally and socially useful.

(e) The Church has boys or needs them—it has men or needs them—it has a building for troop headquarters use—Scouting provides an attractive task for holding big men in church work as scout leaders.

It can at once provide training for boy leaders which will prove useful in other departments of Church work. This "something to do" applies to the older boys as well.

(f) **"The Good Turn"** Habits are builded through exercise. Moral habits are not created through conversation—they result from doing. They are builded into the nervous system. The church then is concerned with giving boys right and altruistic **things to do.** This is the soundest moral strategy and need. Churches have traditionally afforded **too little to do.** The "Good Turn" is a typical case, doing it makes it habitual—a part of—man's character.

The Scouting program can thus help the church help the boys build moral habits.

In this doing the church should not overlook the tremendous boy service possibilities

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which war service revealed and which await mobilization and direction for the services of peace.

(g) Scouting offers the church a program so sound educationally that Scouting method has, by outstanding leaders quoted elsewhere in this volume, been designated as representing the front rank of modern educational improvement.

Sunday School methods of reaching and interesting boys has much to learn therefrom.† Indeed the Sunday School authorities of the Methodist Episcopal Church, and others, are organizing Scout Troops as a part of Sunday School work—making the "class" into the "troop."

Scouting and the Denominations

Among Churches there has come a great awakening to the need of **activities**—purposeful, constructive, yet interest-gripping—for church youth.

Indeed the Church is so natural a "user" of the scout program that in 1919 half the scout troops held rendezvous in Churches.

The far-visioned leaders of various denominations and religious groups and societies have investigated and have officially recommended the use of the scout program among their churches and parishes.

For the use and information of the Scout Executive—the texts of these original resolutions are given herewith.

METHODIST EPISCOPAL CHURCH

EXTRACT FROM THE MINUTES OF THE BOARD OF SUNDAY SCHOOLS

"Voted to approve the arrangement by which the Boy Scout program becomes an accepted mid-week program for Methodist Sunday School classes of requisite age.

The detail of adjustment is such that the mutual interests of the two agencys are safe guarded. At the same time the complete resources of each are added to the other. We believe that his will add materially to the attractiveness and effectiveness of the program of our Young Peoples Department."

† See "Self Help for Teachers"—Macmillan & Co.

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BAPTIST CHURCH

Northern Baptist Convention

May, 1918.

"Whereas, The United States of America being engaged in war, we recognize the necessity of safeguarding our youth from the dangers of moral laxity and increase of juvenile crimes, incident to war time conditions, and

Whereas, accepting at all times the obligation of developing our boys along lines of civic and national responsibility and service, we recognize the present especial necessity of boy conservation and citizenship training in preparation for the reconstruction period subsequent to the war, and

Whereas, taking into consideration the fact that 60% of the membership of the Boy Scouts of America is organized in conjunction with churches, and further recognizing the remarkable service rendered by scouts in War Savings Stamps and Liberty Bond Campaigns and in cooperation with the American Red Cross and the Y. M. C. A. and other War Service agencies,

Be It Resolved,

First, that we approve and endorse the work and program of the Boy Scouts of America and commend the promotion of the same in every church in the Northern Baptist Convention.

Second, that this conference go on record as desiring to participate in this program by fostering the scout movement as a valuable supplementary contribution to the work of the church in character training.

Third, that the attention of every church in the United States should be brought to this great opportunity for service to our country and our boys by helping to develop the program of the Boy Scouts of America."

PRESBYTERIAN CHURCH

RESOLUTIONS ON MEN'S WORK
ADOPTED BY UNANIMOUS VOTE OF THE
GENERAL ASSEMBLY COLUMBUS, OHIO,
MAY 20TH, 1918.

"That we recognize the Boy Scout Movement as a great opportunity for Christian service by our Men, realizing the value of this organization to promote patriotic, civic and recreational activities among boys under the influence and in the atmosphere of the Christian Church."

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THE CATHOLIC CHURCH

Del Vaticano, Oct. 7, 1919.

"The Holy Father has learned with much interest and pleasure that steps have been taken to promote the formation of distinctively Catholic units among the Boy Scouts of the United States; that the movement has the approval and support of His Eminence Cardinal Gibbons and also of so many Archbishops and Bishops and that its chief aim is to build up the Boy Scouts spiritually and physically.

Such a movement is deserving of the highest commendation. His Holiness therefore wishes it every success and gladly bestows the Apostolic Blessing on all those who further the Catholic extension of the Scout movement under the auspices of the ecclesiastical authorities."

J. Cardinal Gasparri.

PERMANENT COMMITTEE ON MEN'S WORK, GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH OF THE U. S. A.

"That the General Assembly's Committee on Men's Work emphasizes strongly the importance of boys' organized activity in our churches, and recommends that, wherever practicable, Boy Scout troops be formed and directed by the men of the church. That in doing this, it does not recommend the Scout work as a substitute for that of the Sunday School, or any other organization within the church, but that scout work is to be supplementary to these, offering to the church an agency, which broadens the scope of its work for, and strengthens the hold of the church on its boys. The Committee hopes the ultimate aim will be to lead the boys to Christ, and that no effort will be spared to develop their spiritual life.

That the secretaries of this committee be directed to promote this work by the preparation and use of suitable literature, and also by presenting it in conference as one of the greatest opportunities for service open to men's organizations."

THE UNITED LUTHERAN CHURCH IN AMERICA

"We commend the Boy Scout Movement and Program as a valuable means of contact with the boys of the Church and the Community and as a supplement to other forms of work with boys within the Congregation, provided that the Scoutmaster be a loyal member of the Congregation himself and that the activities of the Troop be carefully regulated by the Troop Committee of the Congregation as provided in recent amendments to the Constitution and By-Laws of the Boy Scouts of America."

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THE FEDERAL COUNCIL OF THE CHURCHES OF CHRIST IN AMERICA

"The Federal Council of the Churches of Christ in America, through its Administrative Committee, expresses its deep sympathy with the Boy Scout Movement.

Several of the constituent denominations of the Council have appointed commissions on relationship with the Boy Scout Movement and render earnest testimony of its great value to the Church.

The plans of the National Council of the Boy Scouts of America relative to the .....relationship of the Movement with the churches..... are commended to the sympathetic attention of the pastors and churches as offering a valuable opportunity for mutual cooperation.

The attitude of the Boy Scouts of America in their recognition of religion and their loyalty to the Church is cause for deep appreciation upon the part of the churches."

CONGREGATIONAL CHURCH

FROM MINUTES OF THE NATIONAL COUNCIL AT GRAND RAPIDS MICHIGAN—OCTOBER 21ST TO 29TH, 1919

"Recommendations of the Business Committee were adopted as follows:

1. In view of the availability and value of the program of the Boy Scouts of America for the development of character and training for citizenship in boys, and in view of the special service which it may render to the church in the religious training of its boyhood, the National Council of the Congregational churches commends this program to the churches of our order as offering a means of supplementing the work of other educational agencies in training our boys for service; and it further recommends that the Education Society be requested to give guidance to our churches in their effort to utilize the Boy Scout Program."

PROTESTANT EPISCOPAL CHURCH

RESOLUTION ADOPTED BY HOUSE OF DEPUTIES—OCTOBER 22ND, 1919.

"And be it further resolved, the House of Bishops concurring that the General Convention commends the Boy Scouts of America as an effective agency in welfare work among boys."

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CHURCH OF DISCIPLES OF CHRIST

RESOLUTION
passed by the
INTERNATIONAL CONVENTION
Sunday, October 15th, 1919.
Cincinnati, Ohio.

"Recognizing the importance of character building in the life of the boys and girls in our churches and desiring to give opportunity to conduct our work among boys and girls with national organizations which specialize in such work.

We recommend, that our congregations investigate the opportunities afforded by the Boys' Department of the Y. M. C. A., the Girls' Department of the Y. M. C. A., and also the Boy Scouts of America and the Campfire Girls."

UNITED SOCIETY OF CHRISTIAN ENDEAVOR

RESOLUTION
Adopted by the International Conference
Buffalo, N. Y., August 10, 1919.

"The Boy Scout Movement, with whose program for manly strength and integrity we are in such hearty accord that we rejoice in entering upon a plan of the most intimate co-working, coveting the closest possible co-ordination."

MARYLAND STATE CHRISTIAN ENDEAVOR UNION, SALISBURY, MARYLAND

OCTOBER 14th TO 16th, 1919.

"In accordance with the action of the United Societies of Christian Endeavor, and of the Executive Committee, in the acceptance of the plan of intimate co-working and closest co-operation, strongly recommending the special application of the principles of Scouting to the spiritual development of the youth of the State."

Church Scout Pamphlets

Many of these approving religious bodies have issued their own pamphlets for advancing the use of scouting in their churches. The following list of such pamphlets and related booklets will oft enable to Executive to approach a luke-warm pastor with influence from his own church authorities:

No. 3027 Boy Scout Scheme in Nutshell.
No. 3103 Is the Church Caring for its Scouts?
No. 3252 The Troop Committee.
No. 3245 The Boy Scouts and the Baptist Church.

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No. 3250 The Boy Scouts and Wesley Intermediate Bible Classes. Methodist Episcopal Church South.
No. 3291 The Boy Scout Movement Approved by the Religious Education Association.
No. 3407 Boy Scouts and the Presbyterian Church.
No. 3408 The Scout Oath as a Basis for character ideal—Gates (Published by the Rochester, N. Y., Council).
No. 3369 The Boy, the Church and Scouting (Congregational).
No. 3390 The Scoutmaster Speaks.
No. 3409 Federal Council of Churches of Christ of America.
No. 3373 Methodist Episcopal Sunday School and the Boy Scout Movement.
No. 3375 Scouting in Methodist Episcopal Sunday Schools.
No. 3294 Scouting under Catholic Leadership.
No. 3410 Church School Service League (Episcopal).

Extracts from Letters from Church Workers

"I consider Scouting a very tangible asset to any Sunday School. The fact that there is a troop attached to a Sunday School naturally attracts boys of scout age to it, and they are generally boys who are anxious to get on in the scheme of scouting, which means they are earnest and steady. The boys soon come to feel attachment to the church which houses them, even if they are not attendants at its services. Those who do attend feel proud that their church is sponsor for the troop. My troop last year saw that our fence was in bad shape, and they raised money to buy new wire, and then painted it themselves. They wanted to have the grounds look well."

REV. JAMES BOYD HUNTER,
Pastor, Faith Reformed Church,
Scoutmaster, Troop 5, Jersey City, N. J.

"I think scouting is providential. It gives the boy what he wants at the time he wants and needs the knowledge in the way he should have it. It cannot help but bring up a generation of boys, who, inculcated with its doctrines, become community assets."

REV. GEO. W. KNEPPER,
Pastor, Central Christian Church,
Member, Local Scout Council,
Spokane, Washington.

"I wish to bear enthusiastic testimony to the value of Scouting as a part of the Church program. . . . I can count at least 5 boys who have joined our Church directly through the Scout influence. In most of these cases whole families have been opened to Church interest. A number of other families have also been interested. Besides these most of the girls of scout age are made much more active in all lines of Church work by their membership in the Scouts. Others who have joined with us were influenced in part at least by this atmosphere of juvenile enthusiasm.

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"Certainly no Sunday Class would make a mistake in becoming a Scout Troop—provided it could find a suitable Scoutmaster. The Scout activities encourage manliness, fraternal feeling, and eager enthusiasm for all allied organizations.

"As a mid-week activity I have never known anything better than scouting among the boys."

REV. ROBERT L. BAUSAM,
Pastor, Pimlico Baptist Church,
Scoutmaster, Troop 112,
Baltimore, Md.

"I have found Scouting a distinct asset to the Sunday School. The Scout Law and general program promotes loyalty to the Church. Boys of my acquaintance joined the Church via a Scout Troop. Therefore I recommend the organization of Troops as Sunday School Classes. The rule works both ways. One helps the other. Boys in the Sunday School make good scouts and Scouts make the right kind of Sunday School members. The aims of the Boy Scouts and the Church are fundamentally identical. The only difference is that of method. The Church should back Scouting to the limit."

REV. RICHARD BRAUNSTEIN,
Pastor, Sharon Methodist Episcopal Church,
Special Field Scout Commissioner,
Sharon, Conn.

"My position as a minister and a Scoutmaster gives me the liberty and duty of expressing my firm conviction as to the value of Scouting in furthering the practical aims of the church and Sunday School.

"Among the many agencies we employ for enlisting the opening faculties of these boys who are placed under our direction—agencies which in many cases must be laboriously home-made—here is one which has been wisely and carefully planned out for us, the machinery of which has been dictated by the broadest experience, and in-wrought by warm-hearted sympathy. These well considered rules and regulations for organizing our boys combine two valuable qualities, which, in advance, assure us of their complete success, wherever they are given a real and honest trial, namely, that breadth of vision so re-assuring to those who are desirous of leading and improving the young; and, also, that human and practical activity which wins the interest of every red-blooded boy. This method of Christian activity is surely an asset to any community and to any church that will take full advantage of it."

REV. A. M. STOCKING, D.D.,
Pastor, Spencer Memorial M. E. Church,
Scoutmaster, Troop 17, Rock Island, Ill.

THE RELIGIOUS POLICY OF THE BOY SCOUTS OF AMERICA

"Scouting presents greater opportunities for the develop-

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ment of the boy religiously than does any other movement instituted solely for the boys. Its aim to develop the boy physically, mentally and morally is being realized very widely.

"The Movement has been developed on such broad lines as to embrace all classes, all creeds, and at the same time to allow the greatest possible independence to individual organizations, officers and boys.

"The Boy Scouts of America maintain that no boy can grow into the best kind of citizenship without recognizing his obligation to God. The recognition of God as the ruling and leading power in the universe, and the grateful acknowledgment of His favors and blessings is necessary to the best type of citizenship and is a wholesome thing in the education of the growing boy. No matter what the boy may be—Catholic, or Protestant, or Jew—this fundamental need of good citizenship should be kept before him.

"The Boy Scouts of America, as an organized body, therefore, recognizes the religious element in the training of a boy, but it is absolutely non-sectarian in its attitude toward that religious training. Its policy is that the religious organization or institution with which the boy scout is connected shall give definite attention to his religious life. If he be a Roman Catholic boy scout, the church of which he is a member is the best channel for his training. If he be a Hebrew boy, then the synagogue will train him in the faith of his fathers. If he be a Protestant, no matter to what denomination of Protestantism he may belong, the church of which he is an adherent or a member should be the proper organization to give him an education in the things that pertain to his allegiance to God.

"All scout officials and men who are given certificates of leadership in carrying out the program of the Boy Scouts of America are required to subscribe to the Scout Oath and Law and Constitution and By-Laws, which include this declaration of principle.

"In thus making available to boys of all classes a common meeting ground where they may play and compete and learn to know that the 'other fellow' is quite as good as themselves, the Scout Movement is performing a distinctive and important patriotic service.

"And again, the observance of the Scout Oath and Law, the tremendous collective volume of 'Daily Good Turns,' and the creation of better feeling among millions of scouts of our own and other lands, constitute a latent but powerful and rapidly growing factor for universal good-will and peace."

FROM THE REPORT OF THE CHIEF SCOUT EXECUTIVE IN HIS NINTH ANNUAL REPORT TO THE NATIONAL COUNCIL.

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A Catholic Service at a Milwaukee Scout Camp

The Spirit of Fellowship Hill

Historically, religious sects or bodies have not been conspicuous for their tolerance toward each other. We of the present generation do well to remember that.

1) Associated Charities, 2) Council of Church Boards of Education, 3) The Federal Council of Churches of Christ in America, 4) The Inter-Church world movement, 5) joining of hands to avoid **duplication in the field of Foreign Missions,** 6) the **fusion of Protestant denomination in certain small communities,** 7) a war chest including Y. M. C. A., K. C., Jewish Welfare Board, Salvation Army, etc., in **one and the same appeal**—these things have come in the present generation.

One Priest with the American Army overseas had a Jew for an organist and a Methodist Chaplain to help him set his altar for service. Why not?

Are the old religious convictions and faiths weakening so that men are more alike in that they have in

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common relinquished the vital things of their faiths? No—a new spirit has been growing,—The new spirit of Fellowship.

Symbolic of this new spirit was the Sunday afternoon Fellowship Hike at the First National Conference of Scout Executives at the Palisades Park, Scout Camps near Tuxedo, N. Y., Sept. 19, 1920. The three hundred men and numerous visitors went up onto a mountain and on the bald peak of one of the Catskills sat down in the great Cathedral of the Almighty, with a great, inspiring, solemnizing panorama of nature spread in tens of thousands of tree clad acres and blue lakes before them merging in the distance into the deep blue of the sky of a waning but perfect September day.

The speakers stood in front near the edge of the cliff silhouetted against the panorama and the sky—and for what purpose?

Catholic—Hebrew—Protestant in turn pointed the group to the lofty trails of Fellowship in human service to boys.

> Monsignor John J. Dunn, Chancellor of the Arch-Diocese of New York—personally representing Arch-Bishop Hayes.
>
> Rabbi Stephen S. Wise of the Free Synagogue of New York City.
>
> Dean Howard Robbins, Dean of the Episcopal Cathedral of St. John the Divine of New York City, personally representing Bishop Burch.

Each in turn inspired and generated Fellowship in a renewed consecration—for each in his own way and faith—to a richer spiritual life to pass on to boyhood recognizing that one cannot pass on that which he does not possess.

Does a Catholic sacrifice anything in cooperating toward lofty ends with a Protestant or Jew? Must he surrender the distinguishing elements of his creed or faith? By no means!

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He should possess deep religious convictions. He should work at them too! He should genuinely hold his faith to be the best, the true,—else why hold it—he should be willing even to give his life for his faith—But in the new spirit of Fellowship (the spirit and letter of the Twelfth Scout Law) he will generously and genuinely **accord** to **every other man and his faith** the same respect and consideration **demanded** for his own.

Such a golden rule—such doing unto others what one would they should do unto him—**and doing it first** means that liberty in thought and religion is a fact—for men may hold differing views and not have to fight about them—but instead may stand shoulder to shoulder in consecration, lofty purpose, worthy example in character and citizenship service to boyhood in which, please God, there is neither Jew nor Gentile, Catholic nor Protestant, White nor black, Bond nor free, Plenty nor poverty—but where the worth of manly genuineness is the spiritual coin of the realm of Fellowship.

This is the message of the spirit of Fellowship Hill.

Scouting and the School

1) The aims of Scouting and the Schools are in part closely related. Each is trying to pass on to the boy something from the experience of the race. Their relations are fundamentally cordial and cooperative. There is no ground for competition as their activities are supplemental and entirely voluntary on the part of the boys and the leaders.

Scouting is fundamentally pledged to express boy life, so among its constructive things, recreation and fun must ever be kept prominent.

Scouting begins both when and where the school day stops as it provides something socially and personally valuable and attractive for his leisure time. Scout use of part of the boys leisure means that the work of the school has been fortified to that degree. The boy has more leisure time than school time in his

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year and the leisure time activities may nullify character building efforts of the school. Scouting affords for this period attractive activities which compete with the educatively uncensored but operative, street, playground, movie, swimming hole, etc., etc.

2) Scouting, however, must keep its methods, its technique, its spirit separate and distinct and removed from school class room precedure. Scouting should view with grave concern, efforts to **teach** it by adding it to the school curriculum. Scouting is not a thing to be **taught** via the four-walls-of-a-room method, it is a program **to be lived** —and where possible in the out-of-doors.

3) **Specific Acts of Cooperation.**

a) The free use of school buildings as meeting places for the troop of the neighborhood is widely practiced. School Boards make needed appropriations or arrangements with their School janitors. This is educationally sound as making for a wider educational use of the school plant which often stands idle and unused 16 hours or more out of the 24. This affords the school as a social agency an opportunity to serve and be related to a widened circle.

b) In some places the Board of Education has provided offices for the local Scout Movement and in a few cases have carried their desire to help even to the point of paying the executive salary.

c) The sponsoring of troops by the school as parent institution and the active use of the scout program to reach its boys.

In a recent report of a survey of Boy Conditions in New York City, Mr. W. A. Whiting of the National Council Staff included in his report the following **Socially Sound** scheme for organizing scouting in the schools of that city.

c-1) The Troop Committee, that bulwark of Scouting efficiency is really the key to the success of the project. How should this be provided to safeguard a mere "teacher and a group of boys" relationship?

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There must be some method or device for tying the scout endeavor among the boys of a school, back into the permanent life of the community, even as is the case with a church. (See Chapter I, page 2.)

This the report indicates should be secured from some permanent group of citizens from the neighborhood and tied in some way to their school as center or meeting place.

Among the different groups thus used were "The Parent-Teachers' Association," "The Child Welfare Association" of one school and the Parents, "The Neighborhood Association," The School-Social Center or Forum, etc., etc.

Where no such group existed, a new association was formed along similar lines and known as the Citizenship Training Association of the area in question.

c-2) This group finds the leadership within the group and its geographic or interest constituency—among the finer qualitied men of its own peculiar language group.

c-3) The School is the meeting place and the school authorities maintain close relations with the troop, including a membership on the Troop Committee.

The social basis of this method is admirable. It is **helping the neighborhood to help its own boys** and further ties them to their own school which alike for native and foreign groups is the enabling source of national power and unity.

d) The members of the faculty and officers of the school are widely used as instructors and as leaders. The school superintendent is frequently made a member of the Court of Honor or given other important tasks.

e) The scout group of boys is often used as such by the school for various services or the accomplishment of certain ends within the group itself.

Close cooperation here is much to be desired. The

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scoutmaster can often help hold a boy up to a higher standard of school work and can help tide him over difficulties which might lead the boy to drop out.

The scout spirit and ideals are invaluable morale elements which can enrich the school spirit with the influence of oft-needed qualities.

f) While the Scout leadership in a community would never take the attitude of telling the school officers how they should run their schools, it is well to keep in mind the psychological soundness of the program and the high rank accorded it by outstanding educational leaders.

A Working Agreement

The following letter is of interest as indicating lines of cooperation projected in Baltimore, Md.

November 1920.

To the Board of School Commissioners,
Baltimore, Md.
Gentlemen:

Pursuant to the suggestion made at the informal luncheon Conference of the Board of School Commissioners on November 10th, we take pleasure in placing before you the following suggestions bearing upon building better boyhood for Baltimore.

The Baltimore Local Council of the Boy Scouts of America recognize that,

(1) About one third of a boy's time is unorganized leisure.

(2) That what boys do fixes their habits.

(3) That Baltimore is therefore vitally concerned in giving boys a chance to do right things under the leadership of right hearted men.

And therefore respectfully suggests, on behalf of the citizenship and boyhood of Baltimore,—

(A) That the Board of School Commissioners should co-operate with us in every possible way in helping our boys.

(B) That the Board of School Commissioners give favorable consideration to the authorization and necessary provision for the opening of school buildings for the use of the Scout troop or troops from the vicinity of the school, as such needs individually arise from time to time.

(C) That the Board of School Commissioners, through its Executive the Superintendent, suggest to the Principals of the City Schools, that they inventory the boy conditions about their schools and in the light of the facts revealed be prepared to try to help give leadership to having the leisure time of these boys organized and filled with useful things. In the making of such boy condition surveys, the individual principals may call upon the local Scout Headquarters for expert help.

(D) That a socially sound method of reaching such groups of boys with constructive influences is,

(1) Use the Parent-Teacher or Neighborhood Association of the school or a new group made for that purpose, as the permanent group to assume responsibility for thus helping its boys, and as a first step have them

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appoint a Troop Committee of three men with the Principal as an additional and advisory exofficio member of the committee.

(2) This group would then select a man of character and influence as a Scoutmaster who would be approved and trained by us.

(3) The authorization for the use of the building would be sought from the Board of School Commissioners.

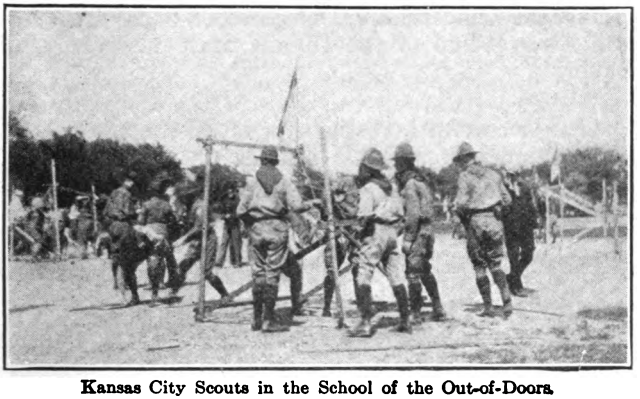
(4) The boys would then be brought together and be given the benefit of the Scout character-building and citizenship training leisure-time program.

Scouting teaches boys to do by doing and teaches them citizenship through serving. The Local Council of Boy Scouts of America of Baltimore, therefore, stands ready to serve the schools and the boys in every possible way and will welcome such opportunity.

Yours for better Boys in Baltimore,

ROBERT GARRETT STUART S. JANNEY
ALFRED R. RIGGS B. M. BERNHEIM, M.D.
WM. BURDICK, M.D. W. H. MORRISS
H. A. ALLERS S. WALTER PARKS

Signed—JOHN H. SKEEN, Chairman,
Executive Committee.



Kansas City Scouts in the School of the Out-of-Doors

Scouting and Labor

Scouting is concerned with the life enrichment of the individual boy and on that service platform commends itself to employer and labor union and parent and church alike. During its early years, the movement was viewed with suspicion here thinking it savored of militarism, which its uniform may have suggested.

Scouting is in no sense militaristic, indeed that is one thing which it is **not.** It is concerned with character building, citizenship training, and physical

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fitness. The few marching formations learned by most troops are solely for parade or safely marching through crowds.

Labor, at first, was concerned about the use of scouts in strikes, but Scouts are not thus used. The result of the clearing up of these two points has been the widespread labor endorsement of Scouting.

The results of the investigations of the Committee on Schools of the Illinois Federation of Labor are included herewith. They should prove helpful to executives in dealing with various labor groups.

Federation of Labor Report on Scouting

Joliet, Illinois, Oct. 15, 1917.

"To the Officers and Delegates, Thirty-fifth Annual Convention of the Illinois State Federation of Labor.
Greetings:

After a careful investigation of all reports, papers and documents available bearing on the Boy Scout Movement, a subject referred to this committee for investigation, we submit the following:"

1) Origin of Boy Scout Movement.
2) Militarism and Interference with Labor arouses opposition.
3) Labor's opposition forces change of Policies.
4) Two Boy Scout Organizations in the United States.
5) The United States Boy Scouts.

NOTE—(The above paragraphs in the report are not reprinted here as their content is covered fully in the scout literature. They refer largely to the militaristic program of the U. S. Boy Scout organization, dissolved by court action instituted by the Boy Scouts of America as set forth in the Scoutmaster's Handbook (1920) pages 475 to 479.

6) The Boy Scouts of America.
7) Congress Highly Commends Boy Scout Movement.
8) Federal charter & Constitution of Boy Scouts of America.
9) Boy Scouts of America Laws.
10) Participation in Public Functions.
11) Movement is Non-Competitive, Non-political and Non-partisan.
12) Movement is not Military.

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13) Helpful in reducing Juvenile Delinquency.

14) Comprehensive Educational Plan.

The material in paragraphs 6-14 are not re-printed here as they are already known to the Scout Executive being merely a summary of facts and purposes of the Boy Scouts of America.

The remainder of the report (paragraphs 15-19) is published in full.

15) **"Labor's Attitude Not Hostile, but Friendly.**

Unfortunately, from the evidence at hand, it appears that the Boy Scout movement has continued to be involved in the discussion of militarism, based entirely upon unmistakable evidence here and there of an unfortunate misinterpretation of the real aims and purposes of the Boy Scouts of America movement, and because of the United States Boy Scouts and other new movements of this character. The workers' opposition to the Boy Scout movement finally resulted in a thorough investigation of the subject by the American Federation of Labor and its approval of the Boy Scouts of America organization.

At the annual meeting of the American Federation of Labor, held in Rochester, N. Y., 1912, the Executive Council, after having completed a most thorough and far-reaching investigation into the aims and objects of the Scout movement, recommended the rejection of the resolutions which had been introduced denouncing the Scout movement in this country, and further recommended co-operation on the part of labor men, and the keeping in such touch with the movement as might help to promote its activities and its purposes to guard against militarism in any form. The report pointed out that the criticism which had been made by laboring people in different parts of the country was largely based upon misunderstanding caused by the United States Boy Scouts and their military program.

One of the Vice-Presidents of the Federation wrote in connection with the investigation as follows:

Since reading your letters and printed matter, besides listening to your interesting talks on the subject, I have experienced a change of heart about the Boy Scouts, and aversion on my part is being succeeded by a lively interest.

The Treasurer of the A. F. of L. wrote as follows:

I am fully convinced of the very great value of the Scout movement to the boys of our great nation. After investigating their work and what they are being taught, the movement has my hearty approval.

It was also because of this confusion that the Massachusetts State Federation of Labor at first condemned the Boy Scouts Movement, but later reversed its attitude, as is evidenced in the following extract from a letter sent last November by Martin P. Joyce, representing the committee to investigate the Boy Scouts of America, appointed by the Massachusetts State Federation of Labor, to Mr. Samuel Gompers:

The Committee is going to present the following recommendation to the Executive Council meeting of this organization:

That the Massachusetts State Branch, A. F. of L., endorse the Boy Scout Movement and that officers of the C. L. U.'s and local unions

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shall keep in constant touch with the Movement, so as to prevent its activities or purposes being directed toward any military movement or militarism in any form, and matters affecting the rights and interest of the working people that the Boy Scout Movement be urged to a constantly closer and more sympathetic attitude toward the organized labor movement in its work and struggle for the achievement of a higher material, political, moral and social standard for the toilers of our State.

Our investigation also disclosed the fact that the United Mine Workers of America some time ago adopted a law prohibiting members of that organization from joining the Boy Scout movement. This action of the United Mine Workers of America was evidently predicated upon a similar confusion of organizations, because on May 28, 1917, the Executive Board of the United Mine Workers took the following action regarding the Boy Scouts of America, thus placing its stamp of approval upon this particular organization:

UNITED MINE WORKERS OF AMERICA

Indianapolis, Ind., May 28th, 1917.

To the Officers and Members,
United Mine Workers of America.

Brothers:

Those in whose hands, for the present at least, are placed the destinies of our nation, have emphasized the necessity of utilizing during the present war all the resources of our nation. Threatened shortage in the world-wide supply of food stuff has been presented to the people of our country and all have been impressed with its alarming nature. Civic organizations of all kinds, as well as individuals, are being constantly appealed to, to contribute toward an increase in the food supply and to render such service as may lie within their power during the critical period through which our country is now passing.

The organization known as the Boy Scouts of America, is one of the organizations whose services are being used in a most helpful manner. The membership of this organization is being encouraged to till the soil, tend gardens, harvest crops and render such other civic service as they may be able to perform. In view of the fact that the constitution of the United Mine Workers provides that those who belong to the "Boy Scout Movement" are not eligible to membership in our organization, many members of our union as well as the sons of members of our organization are denied the privilege of joining the Boy Scout Movement and in this co-operating manner give the service to the community in which they live and our nation as well, which they are asked to perform.

In line, therefore, with patriotic responses which are being made by individuals and organizations in every section of our great country to the call of our nation, the International Executive Board of the United Mine Workers of America recommends to the membership of our organization that the prohibition incorporated in the laws of our organization against members of our union joining the Boy Scout Movement be suspended until the meeting of the next international convention, and that until then at least, the membership of our union and the sons of members of our organization who desire to join the Boy Scouts of America be permitted to do so without interference in any manner whatsoever with their membership in the United Mine Workers of America.

By order of International Executive Board.

Fraternally yours,

JOHN P. WHITE, President.
FRANK J. HAYES, Vice-President.
WILLIAM GREEN, Secretary-Treasurer.

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16) Socialists' Attitude.

It would seem that the Socialist party itself has been prompted in its opposition to the Boy Scouts of America by reason of this confusion and misunderstanding and that there exists no real opposition to the Boy Scouts of America. In support of this conclusion we submit herewith copy of a letter sent by Mr. Eugene V. Debs to Mr. Lanfersiek, wherein he distinguishes between the United States Boy Scouts and the Boy Scouts of America, condemning the former organization and approving the Boy Scouts of America movement.

December 18th, 1915.

Dear Comrade Lanfersiek:

Please take the time out of your busy hours to read carefully the enclosed correspondence in regard to the "Boy Scouts of America." Also please examine the literature of said organization referred to in the letter of Mr. West, Chief Scout Executive, which I am asking him to send you if he has not already done so.

Of course, I understand the party attitude and the attitude of Socialists generally toward Boy Scoutism so far as it is designed to, inculcate and express the spirit and purposes of militarism and war.

But there are Boy Scouts and Boy Scouts, as appears quite plainly from the reading of enclosed correspondence and the literature of the organization Mr. West represents.

I have long hesitated about this matter because in common with other Socialists I confess to having been deeply prejudiced against the very term, and I think it is due to the same prejudice that the party has been influenced to take its stand against this later and altogether different Boy Scout organization.

A careful examination of the facts presented to me by the officers of this organization convinces me that our party should at least give said organization the benefit of a fair investigation before pronouncing judgment against it. To this end I venture to suggest that you have the matter brought up at the next meeting of the National Executive Committee and see if the matter cannot be reopened and a committee appointed to make the investigation here suggested and report back for such action as may be deemed proper. I think this is but fair to the "Boy Scouts of America" and to those young men and boys who desire to be members of both the Socialist party and the Boy Scouts' Organization.

Of course, I need not explain that if this organization in any manner fostered militarism I should not have the slightest use for it. But it does nothing of the kind. On the contrary, its literature contains some of the strongest articles against militarism, war and bloodshed, and some of the noblest pleas for human brotherhood and peace that I have ever read. This new organization, it seems to me, is suffering the sins of its precursor, the one patronized by Hearst, and which had for its purpose the teaching of murder to the young in the name of patriotism.

Free from all taint of militarism there is much in such an organization for the young to commend it and I confess to a liking for its teaching of manliness, its attention to bodily health and vigor, its stimulating out-doors program and its inculcation of principles of mutual kindness and mutual help among its members. There is much else to be said in its favor and I do not know why it should not be a good thing for young Socialists to join and there mingle with the youth of the land for purposes of common betterment along lines to which I can see no possible objection but everything to commend.

If there is anything in the organization that countenances war or cruelty to man or beast I have not discovered it.

The party, I know, does not mean to be unfair, and if its present attitude is unjust it is due to the general impression it has received of Boy Scoutism from the Hearst military organization. I have asked

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Mr. West to communicate directly with you and I am sure his claims will have all consideration at your hands.

Thanking you for myself for any attention you may give this matter, I remain, as ever,

Yours fraternally,

(Signed) EUGENE V. DEBS.

17) **No Opposition Whatever to the Boy Scouts of America.**

September 25th of this year your committee sent out a circular letter to each and every International Trade Union and to every State Federation of Labor, asking them to furnish your Committee with all data they may have on hand, evidencing the attitude of their respective organizations on this subject.

From the replies received and with the exception of the foregoing reports, every International Trade Union and State Federation of Labor having responded, has advised your Committee that their respective organizations have at no time condemned the Boy Scouts of America. The American Federation of Musicians, which has had occasion to complain on several occasions because of competition with the Boy Scouts' bands, advised your committee that the American Federation of Musicians was opposed to the so-called United States Boy Scouts, and other independent Boy Scouts' organizations which have no connection with the Boy Scouts of America, and who are founded on military lines, but they have no objection whatever to the Boy Scouts of America and that this organization meets with the full approval of the American Federation of Musicians.

Mr. Edward P. Usher, President of the Toledo Central Labor Union, in behalf of that organization, also approves of the Boy Scouts of America, and as proof of this statement we submit the following letter sent by Mr. Usher to Mr. J. St. Clair Mendenhall, Scout Executive, situated in Toledo, Ohio:

I desire to offer my congratulations upon the good work the Boy Scouts of Toledo are doing under your able management and direction.

I feel that this organization is doing a service for the boys that merits the appreciation of the general public. It teaches the boy to live morally and to be of service to his fellows and in that way is helping himself to grow into a better man to the advantage of himself and to the benefit of the community.

I wish the Boy Scout Movement every success.

The Georgia Federation of Labor has also investigated this subject, and after a thorough investigation, has condemned the United States Boy Scouts organization, and approved the Boy Scouts of America. In its report, the Georgia Federation of Labor finds that the ideals and activities of the Boy Scouts of America are for peace and the building up of body, mind and character; that the rifle is not a part of their equipment, and that the Boy Scouts of America is an organization that under its present policy is a developer of the best qualities in a boy and a movement that has for its ultimate object the molding of better citizens, and should therefore be encouraged.

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18) **Attitude of A. F. of L. Approved and Boy Scouts of America Endorsed.**

In view of the facts disclosed by the investigation of your Committee, we find that character development is the real objective of the Boy Scouts of America organization, and that every step in its Scouting program is but a means to this end. The variety and interest of, as well as the practical knowledge insured, by its teachings, are after all but a means for holding the interest of the boys under such leadership as will bring about character development. This character development manifests itself in health, efficiency, chivalry, loyalty, patriotism, and good citizenship.

Your Committee is in full accord with the patriotic ideals, having prompted the International Executive Board of the United Mine Workers of America in its recent favorable decision on this subject and as herein reported. We heartily approve the conclusions and recommendations adopted by the American Federation of Labor at the Rochester Convention in 1912, which provide "that we do not denounce the Boy Scout Movement; that on the contrary, the officers of the American Federation of Labor shall keep in constant touch with the movement, so as to prevent its activities or purposes being diverted toward any military movement, or militarism in any form, and that in matters affecting the rights and interests of the working people, that the Boy Scout movement be urged to a constantly closer sympathetic attitude toward the organized labor movement in its work and struggle for the achievement of a higher material, political, moral and social standard, for the toilers of our country."

19) **Conclusion.**

Your Committee therefore recommends that inasmuch as the movement of the Boy Scouts of America is under the watchful eye of the officers of the American Federation of Labor, that we approve of this organization, and that we be guided by these conclusions until we feel justified in following some other course.

We further recommend that the United States Boy Scout organization be disapproved of and all other independent movements of a similar character, because of their teachings of militarism and blind obedience and subserviency to the employing interests.

In recommending approval of the Boy Scouts of America we suggest that this organization be urged to a constantly closer, sympathetic attitude toward the organized labor movement in its work and struggle for the achievement of a higher material, political, moral and social standard for the toilers of our country."

The Merit Badges

The vocational significance potential in the merit badge program should prove attractive to and be encouraged by labor groups, as they afford a lad the

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chance to master the rudiments of crafts and thus expedite his mastery of the trade or profession of his choice.

The labor unions contain many skilled **Masters** of merit badge subjects who are available, if otherwise suited, as special subject instructors.

Scouting and Men's Societies

There are a number of groups of picked men in our communities, which are taking an active interest in boyhood.

Conspicuous among these are Rotary, Kiwanis, Lion Clubs, Chambers of Commerce and others.

These groups stand officially ready to cooperate in programs of boy welfare. Their service to Scouting and other Boys' work efforts has been tremendous and is potentially more so.

Lodges, unions, and many social groups are often glad to render non-partisan service to the boys through the scout program.

Scouting and Other Boys' Work Agencies

"Scouting neither seeks nor desires a monopoly in boy service." Relations with Boys' Clubs, Woodcraft League, special church and Sunday School Societies, Settlement House and Community Center Clubs, Y. M. H. A., Y. M. C. A. and K. C., etc., are fundamentally relationships of fellowship and cooperation. With all these in action, there are still myriad boys untouched.

In the main, the relationships to other boys' work agencies have been happy and co-operative. Naturally in some instances there has been friction, due principally to misunderstanding and to personalities. In order to bring about a much clearer understanding of the motives and work of the Boy Scouts of America and the Y. M. C. A., the Boys' Workers of the Y. M. C. A. at their conference in May, 1920, at Blue Ridge, North Carolina, adopted the following resolution:

> "Recognizing the splendid contribution which the Boy Scout program is making to the boy-life of the nation, it is recommended that the Association maintain a policy of cor-

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dial friendship toward and a spirit of co-operation with the Scout Movement.

We recommend the appointment of a joint National Commission of representatives from the National Boy Scouts of America and from the Young Men's Christian Association for the consideration of methods of co-operation and relationship between the two Movements."

The Boy Scouts of America gladly responded to this invitation to participate in the Joint Commission and the Commission will at an early date issue a joint statement on relationships.

Organized for Service

The policy of the Boy Scouts of America is one about which there can be no doubt—it is fixed by the constitution of the Movement as well as by its ideals of service.

1) The Boy Scouts of America neither seeks nor desires monopoly in boy service.
2) Its purpose is clearly to "cooperate with existing agencies" in every possible way toward the welfare of boyhood. Every genuine, fair and honest agency has a right to such cooperation.
3) When the Movement is invited into a community by that community, its duty is to serve the boyhood to the best of its ability—indeed it is its duty to serve better than any other agency has done, if that be possible—but competitive criticism or mud-slinging or opposition should be clearly left to someone else to do. Let the Scout Executive stick religiously and efficiently to his job of serving boys! The Community will recognize where merit exists.
4) Where difficulty has arisen the Scout Executive and his council should search with care their own hearts and acts to see that **they** themselves consistently live the Golden Rule and do no ill and give no cause for offense.

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CO-OPERATION WITH AMERICAN LEGION

Ever sinee the war veterans and posts have in individual cases sponsored scout troops and provided leadership but more recently a definite concerted effort has been made by the Legion under the direction of its National Commander—Hanford MacNider, himself a local council member and firm believer in Scouting—to develop a nation-wide plan of co-operation with the Boy Scouts of America in organizing new troops and in working to strengthen troops already formed.

There are at present (1922) some 6,600 communities in the United States which do not have any scout troops. It is hoped that the Legion may be successful in reaching these communities, which are for the most part in rural districts, where problems of leadership are particularly difficult. Much is hoped from the proffered service of the 11,000 Legion Posts throughout the country and the Scout Executive and the Local Council should make an earnest effort to get in touch with local post commanders and interest them in Scouting.

In turn it goes without saying every Boy Scout troop will gladly hold itself prepared to serve the Legion in every way within its power. A good example of such service is the remarkable work done by Scouts of Kansas City and vicinity during last year's Legion Convention, when a thousand or more boys were on duty as traffic aides, guides, messengers, guards of honor and so forth during the whole period of the convention, doing their task so well that the Legion voted them a resolution of appreciation in addition to a resolution endorsing Scouting and urging Legionnaires to become active workers as Scoutmasters, Troop Committeemen and so forth.

CO-OPERATION WITH ROTARY, KIWANIS, ETC.

Boy Scouts are also well equipped for co-operative service with Rotary, Kiwanis, Exchange, Lions Clubs, Elks, Masons. etc.. and as many of these clubs

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and fraternal orders as possible should be interested in Scouting and drawn into active sponsorship where conditions warrant.

Women's Clubs, Auburn Societies, Save-the-Flowers Clubs, Humane Associations and many other institutions and groups will find it possible and advantageous to use Scout Service from time to time, and will in turn give loyal support to the Movement if properly approached and interested.

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THE SCOUT OATH

On my honor I will do my best—

1. **To do my duty to God and my country, and to obey the Scout Law.**
2. **To help other people at all times.**
3. **To keep myself physically strong, mentally awake, and morally straight.**

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CHAPTER XV

COMMUNITY SERVICE

Scout Executive A. D. Jamieson, Detroit, Mich.

"Community service is always possible to any troop anywhere.
Conditions vary but there is always work to be done by the troop that wants to do it."
"The rule for Scouts should be:—Render service for service, give good measure, and do it first."
Handbook for Scoutmasters.

Citizenship Through Serving

"To be Helpful to Other People at all Times"

Service to others is a fundamental principle of practice in Scouting. Not only are important personal habits builded thereby, but citizenship itself is best taught and developed through actual service to the Common Welfare.

READINESS TO SERVE is the working attitude demanded of those who would live in and help maintain a real democracy. Such an attitude is builded by actual service.

Scouting Serves in Peace or War

Boy Scouts rendered such splendid service during the war period that many people came to regard the movement as existing only for such service. A prominent war-worker in a large city remarked on Armistice Day, "Well, what are the scouts going to do now that the war is over?" This question is an index to much of the favorable impression aroused by the Scout Movement by its extensive and varied war service.*

This war service accomplished real results for the winning of the war, and it did more—it set a new pace for Scout service in peace time. And if, as we claim, we are peace Scouts, we must be no less aggressive in

* See Handbook for Scoutmasters, page 229.

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our peace service than in our war and pre-war service. Happily, reports from far and near indicate that the "Good Turn" means just as much to scouts and leaders now as during the hectic days of 1918.

The By-Product of Service

Just as the individual good turn becomes a vital part of the boy's scout life, so the troop or community good turn became a vital part of Scouting in the community. "Do a good turn daily," while no doubt intended originally for the boy, has come to apply to the patrol, the troop and the entire scout community, and indeed the whole movement. The effect of this policy of "helping others at all times" has been what might be expected—the development of a community spirit among the troops just as the single "Good Turn" develops a corresponding phase of the boy's character and produces in him a desire to be of service constantly.

So the effect of scout service is two-fold. Like Shakespere's quality of mercy, "It is twice blessed. It blesseth him that gives and him that takes." The outcome of the practice of the daily "Good Turn" is the daily strengthening of character, be it in the individual, the troop or the whole body of Scouts.

It is well for the Executive to keep definitely in mind that there is no publicity as effective as high-quality human service. No other single factor will put Scouting before the community as quickly, favorably and permanently as community service. Those communities which are consistently and adequately served, rarely disappoint the Council and Executive when finances as needed.

Types of Service

The troop and community "good turns" are now so universally practised that a lengthy treatment on the subject is unnecessary here. A partial summary of the diversified services rendered by troops, singly and in groups, during recent years will no doubt have value and be of interest. For clearness, the service is classified:

1. Campaigns (other than War Service) as Clean-up, Safety First, Etc., Participation in,

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2. Civic celebrations, Parades, etc. (General) Participation in,
3. Civic celebrations, Parades, etc. (Holidays or other Special Days), Participation in,
4. Committee on Public Information, Co-operation with (War Service),
5. Community Betterment and Service, as establishing public drinking stations, shoveling snow, removing objectionable signs, etc.
6. Churches, co-operation with,
7. Conservation of Wild Life (Birds and Animals),
8. Distribution of Literature, etc.,
9. Emergency Service in Disasters, Cyclones, Floods, Wrecks, etc.,
10. Fire Prevention and Fire Fighting,
11. First Aid Service,
12. Fish and Game Commissions, Co-operation with,
13. Gardening and Food Conservation (War Service),
14. Liberty Loan (War Service),
15. Life Saving (Miscellaneous),
16. Life Saving (Water Accident),
17. Messenger, Guide and Usher Service,
18. Miscellaneous Service,
19. Park, Highway and Forestry Commissions and Departments, Co-operation with,
20. Police, Co-operation with,
21. Red Cross, Co-operation with,
22. Relief Work (Local),
23. Relief Work (War) other than Red Cross,
24. Search for Lost Persons,
25. Visiting Sick in Hospitals and elsewhere,
26. War Saving Stamps Committee, Co-operation with (War Service).

Some Typical "Good Turns"

The annual reports of every troop and local council give interesting descriptions of many good turns. The following are taken at random from these reports:

Omaha, Nebr. Scout Speakers Squadron gives four-minute talks at schools, churches and theatres on Humanity to Animals.

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Waukegan, Wis. Scouts distribute window cards advocating good roads.

Indianapolis, Ind. Scouts participate in Clean-up and Paint-up campaign and in distribution of Christmas gifts. Also many troops do definite work in building and placing bird houses.

Yonkers, New York. Distribution of campaign letter and pledge cards to 8,000 homes for Scout financial campaign.

New London, Conn. Scouts clean city streets of leaves. City administration presents medals to 52 Boy Scouts for keeping streets clean during the Influenza epidemic.

Grand Rapids, Mich. Thirty-seven scouts collect 2,000 books and 20,000 magazines in emergency call by the American Library Association.

Shoshone County, Idaho. Distribute masks and suits during the Influenza epidemic. Build two tourist camps.

Brockton, Mass. Scouts secure signatures of voters on petition to legislature to pass act for the purpose of purchasing waste land for re-forestation.

Elmira, N. Y. Scouts responsible for swimming and life-saving campaign under the auspices of the Red Cross.

Youngstown, Ohio. Scouts aid Police Department during parades and participate in "Vote Ohio Dry" campaign.

Stockton, Calif. Special Good Turn Day on which each scout brought the Associated Charities office food for needy persons, 36 families being served.

Helena, Mont. Scouts checked city's population for census.

Gary, Ind. Collected data for State War Record.

Lewiston, Mont. Fought forest fires near city. Gave Christmas cheer, including toys and books, to needy children in sixteen families. Entertained visiting boys from county at Fair grounds.

Hammond, Ind. Scouts have three weeks campaign to rid streets and alleys of nails, collecting thus 161,794 nails and screws.

New Haven, Conn. Demonstration in school before several hundred foreign born residents.

Chicago, Ill. Teams of scouts cooperate with United Charities in caring for parties of women and children leaving and returning to city. Public instruction in life-saving and resuscitation of the drowned.

Terre Haute, Ind. Each troop in city plants tree in Boy Scout Park as memorial to Theodore Roosevelt.

Fitchburg, Mass. Special work at State Fair, rendering first aid to persons injured or taken ill, operating information booth, serving as press messengers and aids to manager.

Meriden, Conn. Protecting the woods surrounding city from forest fires so efficiently that requests have come for repetition of this work. Discovered two missing persons in territory surrounding town.

Portsmouth, N. H. Decorated soldiers' graves on Decoration Day. Conducted strangers to hotels at time of convention.

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War Service Record

Here is a very brief summary of the war achievements of the Boy Scouts of America throughout the country:

Located 20,758,000 board feet (5,200 carloads) of standing black walnut for gun stocks and aeroplane propellers.

Collected over 100 carloads of fruit pits, enough for 500,000 gas masks.

Conducted more than 12,000 war gardens and farms.

Distributed over 30,000,000 pieces of Government literature.

Rendered invaluable services for the Red Cross, the United War Work Committee and other national organizations serving the Government.

Served well in Food and Fuel Conservation.

Confidential service for the Third Naval District.

Performed countless individual acts of service to the Government, not recorded under any special classification.

Presented a united front of patriotic zeal in every community, which in itself was of incalculable value to the nation.

Nearly 20,000 Scouts earned the Treasury Department Medal in the Liberty Loan Drives. Almost half that number qualified for bars, in addition: 16,026 achievement buttons have been awarded for War Saving Stamps sales, also 8,221 ace medals, 18,886 bronze palms, 1,726 silver palms, 212 gold palms.

Translated into dollars, this means that the 400,000 Scouts sold about $50,000,000 worth of War Savings Stamps, each Scout, therefore, sold an average of $125 worth. In the four Liberty Loans they secured close to 2,000,000 subscriptions, totaling over $300,000,000. If all the boys of scouting age had done as well as the average Scout, they would have sold $7,500,000,000 worth of bonds. **This exceeds the first two bond issues combined**

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West Orange, N. J. Scout Headquarters served as employment bureau.

Morris, Ill. Scout Executive leads in supervised play for entire town.

Bucyrus, O. Scouts made six mile hike out of city to bring back Community Christmas Tree.

Scranton, Pa. Assisted Curator of museum to label 100 trees in park, furnishing tin labels properly lettered and put up.

Detroit, Michigan. Scouts regulate pedestrian traffic on busy corners at Christmas time, also act as safety guides in directing school children across busy streets.

The following organizations and institutions which are represented in almost every city and town are among those he should seek to know and learn to use and serve. The telephone directory contains their address:

Boys' Club
Playgrounds
Settlement Houses
Social Centers
Institutional churches
Y. M. C. A.
Y. M. H. A.
Knights of Columbus
Public Library
Trade and Vocational Schools
Charity Organizations
Children's Homes and Orphanages
Public Baths and Gymnasiums
Street Railway Company
Historical Society
Rotary Club
Kiwanis Club
Lion Club
Exchange Club
Chamber of Commerce
Merchants Association
Advertising Club
Parent-Teachers Association
Big Brothers' Association

Departments of the City Government with which cooperation can and should be developed are:

Board of Education
Fire Department
Police Department
Public Health Department
Park Department
Public Recreation Commission
Juvenile Court
Ambulance Service
Department of Public Charities

State Government departments and agencies which will usually be found willing to place their resources at the disposal of the Boy Scouts are as follows:

Agricultural Department
Public Health Department
State Child Welfare Department
Conservation Commission
Extension Department of the State University
State College of Forestry
State Park Department

Reference to the city directory will probably indicate their personnel and the scope of their activities.

Amongst the Departments of the Federal Government which are of interest to the Scout Executive are the following:

Department of Agriculture,
Washington, D. C.
(For full information on gardening, farming, animal, husbandry, etymology forestry, meteorology, etc.)

Bureau of Public Health Service,
Treasury Department
288 First Street, Washington, D. C.
(For information on public health, hygiene, sanitation, sex hygiene campaigns and exhibits.)

Smithsonian Institute,
Washington, D. C.
(For information about American History, North American Indians, Natural History, etc.)

Superintendents of Documents,
Government Printing Office,
Washington, D. C.

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(For all Government publications. Complete catalogues on special subjects provided by request.)
Children's Bureau, U. S. Department of Labor,
Washington, D. C.
(For information on child hygiene, child labor, juvenile courts, etc.)
Bureau of Fish and Fisheries,
Department of Commerce,
Washington, D. C.
(For full information on fish and fisheries.)
Bureau of Education,
Interior Department,
Washington, D. C.
(For information on educational matters, Americanization plans, etc.)
National Park Service,
Interior Department,
Washington, D. C.
(For information on the National Parks system.)

Other organizations which can be looked to for cooperation:

For leadership in first aid, life saving and swimming, write American Red Cross, Washington, D. C.

For information about birds, National Association of Audubon Societies, 1974 Broadway, New York City.

American Social Hygiene Association, 105 West 40th Street, New York City.

Community Service, Inc., 1 Madison Avenue, New York.

Playground and Recreation Association of America, 1 Madison Avenue, New York City.

Boys' Club Federation, 110 West 40th Street New York.

International Committee, Y. M. C. A., 347 Madison Avenue, New York City.

Society for Prevention of Cruelty to Animals, Madison Avenue and 26th Street, New York City.

Society for Prevention of Cruelty to Children, 294 Fourth Avenue, New York City.

Russell Sage Foundation, 130 East 22nd Street, New York City.

Rockefeller Foundation, 61 Broadway, New York City.

American Museum of Safety, 261 Madison Avenue, New York.

National Safety Council, 168 North Michigan Avenue, Chicago.

Reciprocity

Scouting not only seeks to help boys to serve their community but also to have the community serve its boys.

Habits in either case only result from actual **doing.** It is to the advantage then both of the boys and of Scouting as a Movement to give the community actual opportunities to serve the scouts.

The "How" of Community Service

By far the greater amount of such service is rendered in response to definite requests for the help of the Boy Scouts. The City, the State and Nation, the Church, the School, Chambers of Commerce, Community Funds (Peace Chests) all call upon the scouts for service, from distributing posters to hunting for lost children. How shall such requests be met? Shall the Executive alone be responsible for approving or denying such requests, or shall he seek the advice

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from his council officers or his scoutmasters before agreeing to furnish scout aid for the undertaking in question? The answer to this question depends on circumstances.

The Executive's Decision

When a request for service or cooperation involves a local or national policy which is clean cut in its bearing on the case, the Executive may well save the time of his officers by deciding at once how to treat the request. In this class are numerous requests for cooperation in marketing various commodities, ranging from sheet music to coffee, all of which, according to promoters, are being offered for sale for the sake of "aiding the Boy Scouts." The Constitution and By Laws of the National Council offer very definite pronouncements on such matters. In Art. XVI, Sec. 1. of the By Laws, we read:

> **"No members of the Boy Scouts of America, troop of scouts chartered council, or any officer or representative of the Boy Scouts of America shall have the right to enter into a contract of relationship of a commercial character involving the Boy Scouts of America unless duly authorized by the Executive Board and then only in connection with the carrying out of the purposes of the Boy Scout Movement. Nor shall any local council, troop of scounts, or group of boys enter into a contract or business relationship with a business which may be construed as using the Boy Scout Movement for commercial purposes. This is not to be interpreted however, as interfering with any scout earning money for his own scout equipment or for his troop."**

and Sec. 2.

> **"Boy Scouts, collectively or individually, shall not be used in the solicitation of money or the sale of tags or other similar methods of solicitation of money in connection with efforts to raise money incidental to the expenses of Scouting."**

The executive's duty in such matters is to avoid commercializing the movement without interfering with the privilege of the individual scout.

Likewise if approached with a request for scout help in advertising the merits of candidates for political office, even though the boys serve as private citizens,

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the Executive must consider Art. III, Sec. 2 of the Constitution:

> **"The Boy Scouts of America shall not, through its governing body or through any of its officers, its chartered councils or members, involve the Boy Scout Movement in any question of a political character but each official and member shall have freedom of thought and action as an individual."**

In many cases the executive's experience will enable him to say "Yes" or "No" at once in answer to a call for help, but he should not hesitate, if he finds himself in a quandary to consult his council officers regarding such matters, especially the scout commissioner and council president or his committee on Community Service.

The Committee on Community Service

In many Councils a standing committee of the Council has been most valuable in passing upon requests for service in which the use of scouts is involved.

Such a committee may consist of three or five men, familiar with the established policies of the movement, eager to maintain the integrity of the "good turn" idea and close enough to troop work to sense the desires of Scoutmasters and boys in responding to calls for help. Better still, let the committee include in its makeup one or two representative Scoutmasters.

The function of the Committee is to pass judgment upon requests for the services of Boy Scouts. Inasmuch as such requests usually come directly to the scout executive, it will be his duty to see that they are passed on, in one form or another, to the committee. In so doing the executive may find it necessary to call the attention of the committee to those provisions of our National Regulations which stamp the Movement as non-political, non-sectarian, and non-commercial. He must insure the good name of Scouting by keeping before his committee, the proper criteria for judging the necessities for good turns. Such criteria include the National Policies already mentioned and, in addition, these considerations:

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(a) Can Boy Scouts render this service more effectively than any other agency?

(b) Is the service such that every scoutmaster will give his whole-hearted support to it?

(c) Will the parents of the Scouts agree that the service is a necessity and permit their boys to engage in it?

(d) Has sufficient time been allowed in which to prepare to render the service on the basis of quality and efficiency?

(e) Is the service so important as to be rendered in spite of the fact that scouts may have been burdened with other duties in the immediate past?

(f) Will the service requested be effective in keeping before the scouts the idea of "helping others at all times" and doing their duty to the Country?

Formal Application Should be Made

Many councils have adopted a formal procedure in handling service calls which seems to be effective in more ways than one. A written application, upon a form provided for the purpose, must be made by the person or society requesting help. Such application gives full particulars as to nature of service requested, time and place, guarantee of possible expense and endorsement of a responsible person. Depending upon circumstances this formal application may be passed upon by the Executive or referred to the committee on Community Service. In either case it produces these desirable results—(1) Elimination of many projects that are not even definite enough to put on paper. (2) Advance notice of need for service instead of last minute calls, always a bugbear to the Executive and his leaders. (3) Helps put Scouting on a more efficient basis.

Efficient Execution of Community Service

The efficient execution of a Community Service by Boy Scouts naturally depends upon the leadership which the undertaking receives. After an application

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for service has been received and approved, the responsibility for the next step usually devolves upon the Executive. He should realize first of all, that he is to be a real leader in the service himself, exercising his leadership in such a way as to get the work done by others and not undertake it himself. In other words he functions as an executive and avoids the danger of becoming a detail man.

With this in mind he must realize that his chief concern is to get the scoutmasters behind him in his endeavors to carry out the service. Methods of enlisting the active co-operation of scoutmasters for Community service vary according to the size of the Community. It may be done by telephone, by personal calls or by mail. Once the interest of the scoutmaster has been secured he becomes the intermediary between the executive office and the scouts. The executive should never invade the province of the scoutmaster and deal directly with the scouts. Needless to say there are exceptions to this important rule, but in the main it should be rigidly adhered to.

The extent of the service to be rendered will determine the number of scouts or the number of troops to be reached, but if the service is extensive, every troop should be given an opportunity to participate, even if its participation is limited to one or two scouts. In this way scouts from various troops are brought into contact with each other and the occasion itself may serve as an element in the 100% duty records of the Council.

After the scoutmasters have been reached, and while they are arranging for the participation of their scouts in the service, the executive and his staff must see to it that the necessary preliminaries are carried out. For instance, in the case of poster distribution, there would be involved a geographical layout of the entire city in districts so that each pair of scouts might be assigned to a definite territory. Similar conditions would obtain in the case of Saving Stamp Campaigns, vacant house surveys, check-ups on the census and other city-wide services.

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Give Due Credit to Scouts and Leaders

It is quite important in this connection to insure accurate records of the troops and scouts participating, so that proper acknowledgment of the service rendered may be made either in local newspapers, in scout publications, or at scout rallies. While a boy derives great satisfaction from the doing of a "good turn," he feels a natural glow of pride at seeing his name in print or hearing his service acknowledged in public.

At the conclusion of the service, the executive should not neglect the important factor of reporting the success of the undertaking to those persons for whom the service was rendered, as well as to the scoutmasters and boys who made it possible. The executive should make use of these opportunities to express appreciation for the scout service which they have rendered to the whole community, and he should so congratulate each scoutmaster who has cooperated in the service, that he will be eager to participate when the next call is made.

The above statements strive to emphasize that quality is a most important element in the rendering of Community services and that business-like methods will result, not alone in efficient service, but will produce a very favorable impression upon everyone who witnesses that service. Let us never be careless in accepting responsibilities which we can not discharge, nor undertake, on behalf of our field, to do work which will be too much of a burden upon them. But once the word is given, let us proceed with careful preparation, common-sense, and an earnest desire to carry out the principles of the Scout Oath and Law.

Volunteer Good Turns

Requests for community and national service became so numerous during the war that the respite after Armistice Day was more than welcome. The psychological effect of the "good turn" upon the scouts themselves, however, was not lost sight of, and many executives planned volunteer "good turns" which are most

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commendable. There is a very definite reaction in a boy which comes from participating in a community activity. He senses the fact that he is living up to the Scout Oath and carrying out the Scout Law. Any executive who lets an indefinite period elapse between community "good turns" is not alive to the possibilities of the "Good Turn."

A few examples only may be cited to emphasize this point. Important community service which was volunteered by scouts as shown by council reports includes the following:

"Clean Up" Days,

Building and erecting Bird Houses,

Aiding police instead of Marching in Parades,

Making and Distributing Toys,

Taking Lead in Community Life Saving and Swimming Campaigns,

Removing nails and glass from streets, etc., etc.

The practical value of such activities to a movement whose chief objectives are character-building and citizenship-training will be recognized at once by every leader.

"INTO CONGRESS THRU A GOOD TURN."

Hon. James Davis, for years representing Missouri in Washington—where he has been active in scout work told this story last year at a Washington Scout Celebration. He said: "One morning when I was about 20 years old, I was riding my horse into "town," when by the road side, I came upon a boy, a mule, and a fallen sack of corn. The boy was helpless to reload. I got off my horse—removed my coat—loaded him and the corn on the mule and went on my way forgetting the incident.

A score of years had passed and I was candidate for Congress, in the primaries. I had heard that in one corner of the "enemy's country" there was a fellow who was getting votes for me but I did not know him. I was nominated by 47 votes. At the county seat speech-making which followed, a big, sturdy, young man elbowed his way through the crowd to the stand, and extended his hand, saying: 'I don't suppose yew remember me,' and I said 'No, I do not.' 'Well, he said, 'do you remember a boy, a mule, and a sack of corn in the road some twenty years ago—and you, the fourth man to pass, stopped to help me on my horse?' 'Well,' he said, 'I'm that boy, and I vowed that day that I'd repay you some day and I've done it. We gave you a majority of 68 votes in our township."

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SCOUTS AS SERVICEABLE CITIZENS
"Learning by Doing"
Gleanings from 1920 Troop Reports

In Kansas City, Boy Scouts annually participate in the sanitary survey of the city conducted under the auspices of the Health Department. Over 800 Scouts turned out last spring for this service which included a census of fire hazards and health menaces throughout the entire city. Similar service is being rendered in many other cities by Scouts.

Among other things, Erie, Pa., Scouts built bird houses, conducted a Learn to Swim campaign, contributed to the Marne Memorial, aided in Salvation Army and Community Chest drive, acted as aides at Rotary Club Convention, decorated soldiers' graves, co-operated with the State Game Warden in planting walnut trees and distributed invitations to foreigners to attend Americanization classes.

Troop 1 of Florence, Alabama, took school census, aided Chamber of Commerce in checking up Federal census, and instructed 2,500 people in the use and location of fire alarm boxes.

Scouts of Casper, Wyoming, have formed an official "Sanitary Squad" which undertakes to see that the school yards and buildings are clean and sanitary.

Scouts of Bucyrus, Ohio, made an efficient collection of outstanding library books for the public library, conducted a clean-up in an old cemetery, resetting stones and markers, acted as guides and messengers for over 400 delegates at the State Young People's Conference.

Four hundred and three cases of efficient first aid rendered by Scouts during 1920 is the record of the Boy Scouts of St. Louis.

In Arlington, Mass., Troop 6 supplies a chain of bird stations with food during the winter.

In Trumansburg, N. Y., Troop 2 bought lumber, paint, etc., and made and placed village street signs.

St. Paul Scouts distributed in one day 30,000 handbills and 5,000 windshield stickers for Good Roads bill.

Boy Scouts of Riverside, Cal., took a tree census, reporting not only numbers but species and location of each. For five years past they have guarded and patrolled the trails leading to the summit of Rubidoux Morning on the occasion of the Easter sunrise service.

Scouts in Louisville, Ky., are organized as "Guardians of Property" and have taken a pledge to safeguard property at home, church and school.

Detroit Scouts helped direct traffic during holiday rush, and are regular appointed traffic aides, operating in shifts near school buildings, using semaphore signals at bad crossings.

Over 7000 Boy Scouts are registered as Forest Guides in the State of Pennsylvania, pledged to protect the wild animal and plant life of the state and practice and spread the doctrine of fire prevention.

Tulsa, Okla., Scouts carried on a "Spring offensive" against the bayworm and collected nearly a ton of glass, sharp pieces of metal and other debris from roads in the interest of tire safety.

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CHAPTER XVI

PUBLIC OCCASIONS

Asst. Executive A. H. Townsend, Queens, N. Y.

The prestige of Scouting in a given community is dependent on the public appearance of the scouts as well as upon the lives they unconsciously lead. Troop exhibitions, parades, rallies, community good turns, mass meetings, and all scout activities witnessed by outsiders have a direct reaction on public opinion. Worth while public occasions, wisely planned and successfully carried out will help educate the public and thus widen the service range of Scouting.

Community Service

The Community "Good Turn" by scouts often in connection with a public occasion such as a County Fair, a Clean Up Campaign, a local celebration, or a public holiday, affords an opportunity for the Scout Movement to appear before the Public in the very best light. This subject has been treated on pages 219 to 227 of the "Handbook for Scoutmasters" and is also covered in this volume, Chapter XV.

This chapter, however, will not concern itself with those public functions in which the scouts render services to other organizations or to the community but will confine the discussion to those occasions in which the program is primarily or entirely in the hands of the Scout organization.

The Scout Rally

Public meetings of scouts with a program of scout activities are commonly called **rallies.** A Parents' Night by the only troop in a small country town is a rally just as truly as the annual gathering of hundreds of troops in a metropolitan center.

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Rallies usually consist primarily of scoutcraft demonstrations and scout contests. A review or inspection of troops may be included. Most rally programs include one or more special features, such as a big game of "Flag-Raiding," the award of scout badges, or a talk by a prominent personage.

There are several variations of the rally, such as the Wild West Round Up, an Indian Pow Wow, a Water carnival, a Jamboree, etc. As a rule they follow the same general lines as the ordinary scout rally, but with a special emphasis on some one activity.

Morale and Publicity

The rally has a two-fold aim:—first, to educate the participants and build **morale;** second, to educate the spectators and thus accomplish worthwhile **publicity.** This two-fold purpose must be kept in mind in preparing the program. The activities should be educational and measurably spectacular for the benefit of the spectators. At the same time they should provide interesting and profitable opportunities for participation by every scout.

The Objectives

In developing plans for the rally, the first essential is a definite objective. Is the rally to be primarily for the benefit of the spectators? If so, contests, demonstrations and other features must be devised to interest and educate the public. Is the rally to be primarily for the benefit of the scouts? If so, is it to consist primarily of contests or are there any new troops for whose benefit demonstrations of elementary scoutcraft should be included? What part of the program should be given to activities whose prime value is entertainment? What, if any, place shall purely athletic contests take in the program? What, if any, big feature shall be included in the program? Upon the answers to such questions depend the site, program, and organization of the rally.

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Balanced Program

The program of a rally should be balanced precisely in the same manner as a troop meeting program. There should be a formal opening, then perhaps a formal review, next a period when all or nearly all of the scouts are engaged in games and contests, then demonstrations and special features, and finally a patriotic close. See the Handbook for Scoutmasters, page 240 and page 398 of this chapter.

Rally Organization

A Scout Executive, in preparing a rally, must certainly live up to the scout motto—"Be Prepared."

The steps in organizations are approximately these:

Determine date, place, general nature of rally—in committee or otherwise.

Send out preliminary announcements.

Plan program in detail including rules of contests, etc. This is best done in committee.

Send out detailed notices to all scout troops at least one month before rally.

Send out publicity at least once a week for month preceding rally.

Appoint complete staff of officials—judges, referees clerks, "police", etc. and make certain that each one accepts and understands his duties.

Send out "follow-up" notice to all troops ten days before rally, giving explicit directions how to reach the place of the rally and where to report. In case of out-door rally, provide for postponement in case of rain.

Get local reporters on job at rally.

Start rally on time and keep it moving fast.

After rally, take a vacation and sleep it off.

The following suggestions are from National Field Scout Executive H. A. Gordon:

Selecting the date

Perhaps the first item is the date for any particular event. In the setting of a date for a public occasion, consideration must be given to school work, the predominance of troop meeting nights, whether or not it is to be an indoor or outdoor affair, whether it is to be held during the day time or in the evening, and the proximity to the summer camp opening or closing. It will be found that the headquarters officials are often so crowded with work, preparatory to camp, to such an extent as to lessen their effectiveness in putting over a successful public occasion. A day selected following too close to the end of the summer camping season, will meet the obstacle of troops reorganizing and reforming for the winter and in a more or less state of disconnected-

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ness so far as their troop communications are concerned. In general, conflict between the rally and any other important scout activity is to be avoided.

Scouting has attained such a vital relationship to the boy life of the country that religious holidays and meetings must be very carefully noted and the doings of scouts so arranged as to not interfere or give offense in this respect. The going ahead with a large scout activity without care in considering other large civic gatherings, very often not only hampers the actual working out of the program due to the Scouts being tied up with the other civic occasion, but in many instances alienates the good will of those in charge of the other civic gathering.

Assembly hour should be set only after determination of the point of mobilization, the distance to such point, the transportation facilities, physical conditions governing mobilizing inside and outside the grounds, whether or not there is opportunity to dispatch participating units simultaneously or in lesser numbers.

The length of the program should not exceed two hours. While it may be possible to retain your audience, the program should close before the audience has tired—and close with a climax of interest appeal.

In the actual running of the time schedule, everything should be so planned as to prevent interest-killing, trouble-inviting delays.

Program Content

The following kind of events may be considered either public or semi-public occasions:

Scout field days, annual encampments, Courts of Honor, Formal demonstrations, emergency calls, Indian hunts, bear hunts, scout maneuvers, pageants, indoor rallies, Father and Sons' Banquets, jamborees, dramatic presentations, corn roasts and camp fires.

Where possible it is well to have a formal opening of the occasion. At most out-door and many indoor affairs, this may assume the nature of a grand march, a formal review, massing of colors, and in fact anything which the facilities at hand will enable the management to produce a formal effect with a large moving mass. A short opening address may be used advantageously with emphasis on the "short," formally introducing the officials in charge.

In the games and contests used, care should be exercised to avoid complications or difficulties in the interpretation of rules. As far as possible the games should enable a large number of scouts to participate. Due care should be taken to see that the element of danger does not become hazardous.

Demonstrations should be so staged as to make them easily seen and understood by the spectator.

The use of the diagram of the actual site in the layout of the program, will be found most beneficial. Perhaps one of the most difficult phases of a public occasion is the arrangement of scout exhibits so as to insure their being looked over by the spectator.

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In most instances, where the audience is not invited to look over the exhibits until after the main events have taken place, it has been found that very few retain sufficient interest to take the trouble to inspect them. The practice of the circus, undoubtedly the result of evolution, of so arranging the layout as to require the public to pass through the menagerie before reaching the "big top," is a sound principle and one worthy of being followed in scout events. There is often some delay before the program gets under way. It seems wise to use this period for the public to view the "inanimate exhibits."

It has also been found to be of value where a good scout band is available, to have one or two selections fitted into the program.

The opportunity for cheering in mass by the various divisions or by the entire group should not be overlooked.

Paraphernalia

A careful list of all possible articles needed to properly carry out the program should be made. This should take into consideration signs, tickets, programs, wood for fire building, utensils for cooking, water for waterboiling contests, potatoes for potato races, spoons and eggs for spoon and egg races, sacks for sack races, etc. The big thing is to be sure that such a list is made up and someone given definite responsibility for it.

Another essential for the Scout Executive is a budget appropriation, sufficient to make any necessary purchases or incur any other expense necessary. Amounts to be spent never seem as large to an Executive Board when the Scout Executive asks for authority as they do when he has spent the money without authority and is asking their approval.

Paraphernalia to be used will be found to be divided into that which it is necessary to purchase and that which you can borrow. The time element in delivery should not be overlooked as well as means of transportation to the site and last but not least, what disposition is made of this paraphernalia after the event.

Site

Whenever seasonable weather permits, scout public occasions should be held out of doors. The indoor affairs however, draw bigger crowds and are less liable to be interfered with by weather conditions. In the selection of an out-door site, the ability to police the grounds so as to control the spectators and the general public must not be overlooked. The search for a proper site should include the investigation of water facilities, seating of spectators and lighting facilities. Fire and panic hazards should not be overlooked, as well as the securing of police protection against the possibility of annoyance or interference by hoodlums.

Pre-Event Organization

The long headed Scout Executive will have included in his coming year's program, date and other considerations and have them read before his council Committee and approved for

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execution. If in a large council, the Scout Executive should after the main features, such as main objective, site, date and general program have been decided, turn the details over to an Assistant Scout Executive. This should of course, be the Assistant who is in charge of activity. After the details of the program have been worked out as far as possible by the Headquarters staff, they should be laid before a Committee of Scoutmasters so that the details may be understood by them and advantage taken of any suggestions which they may have to make.

Considerable benefit may be derived from a public occasion in the publicity which it is possible to secure. The public is interested in knowing who your chief judge is, for instance, where the affair is to be held, when the troop which won the championship last year made its entries for this year's events. They are interested in seeing a picture of the scout who in the previous year's event carried off the most points. They will read with interest that the scoutmasters have met and considered and approved the general program.

All of these things, if there is not an employed publicity agent, should be fed regularly through the Committee on the Council charged with the responsibility of handling publicity.

Schedule

In all undertakings involving the many items of detail such as arise in the successful execution of a large public occasion, the value of a schedule cannot be over estimated. The following schedule is given not with the idea of its completeness, but more with the idea of giving an example of what such a schedule is. Preceding year included in coming year's general schedule:

90th day preceding—Take up question of site.
60th " " —Begin preparation of detail program.
55th " " —Notify field of date and site.
45th " " —Open with publicity. Call meeting of Scoutmasters' representatives.
35th " " —Hold meeting of Scoutmasters' representatives.
34th " " —Print or type rule and entry blanks.
28th " " —Send out outlines of program and rules with entry blanks.
27th " " —Compile list of paraphernalia.
26th " " —Place orders for all necessary purchases.
25th " " —Negotiate for all loaned material.
24th " " —Complete organization of event personnel.
23rd " " —Place copy of program in final shape for printing.
22nd " " —Order awards.
20th " " —Follow up notices to the field.
19th " " —Order for all signs.
18th " " —Preparation of general orders.
16th " " —Check delivery of printed program.
15th " " —Check acceptance of the event officials.
13th " " —Follow up to troops giving directions.
12th " " —Delivery of all signs.
11th " " —Formal invitations to council members, subscribers and prominent citizens.
10th " " —Confirm site arrangements.
9th " " —Start daily publicity in each paper, giving part of the entries, etc.
8th " " —Publicity story.
6th " " —Conference meeting of all event officials. Publicity story.

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5th day preceding—Close receipt on entries. Publicity story.
4th " " —Publicity story. Check receipt of awards.
3rd " " —Publicity story.
2nd " " —Publicity story. Call all papers and invite reporters.
1st " " —Final check on paraphernalia, phone or scoutgram to each event official.

With the above it is not difficult for anyone to see how it can be applied to the working out of any public occasion.

Advertising

There seems to be a consensus of opinion that the best way to attract the public in addition to newspaper publicity, is the issuance of tickets and the wise distribution of them. Each scout should be given at least two for his family, and indeed it will stimulate scout attendance if each scout to get in has to have a ticket. Particularly should tickets be sent to council members, subscribers and prominent citizens.

In the development of the printed program, there also lies opportunity for considerable publicity. The programs are usually of two styles, souvenir style and a plain working style. If the financial policy of a local council does not prohibit, considerable revenue may be secured through securing advertisements to be printed in the program. It might be well to say here however, that grave doubts exist as to the advisability of soliciting advertisements for a scout program because in many instances it has an undesirable effect upon the big effort made to secure money to run the council at home.

These programs should of course be sent one to each scoutmaster previous to the actual taking place of the event. There does not seem to be any particular advantage however, in sending programs to your special guests, as they do appreciate a fresh program handed to them at the site with which to follow the events of the day.

In this day of moving pictures and news specials, a publicity campaign is not complete unless all moving picture people are notified and means sought to insure their being on the ground to secure films.

The impression of many council members and prominent citizens of very excellently conceived events has been very much lowered in the past due to the lack of competent reception committee to meet them when they arrive at the site. It must be remembered that scout affairs are still a novelty, about which the public is still not thoroughly informed, and it goes a long way towards properly preparing a person's mind if some affable scout man meets these folks on arrival and shows some concern over their being properly seated and made comfortable.

Prizes and Awards

Prizes and awards are very much like high grade, keen instruments,—will do splendid work if properly used, but in the hands of inexperienced are apt to do much damage. The following is quoted from the book "The Boy Scout Movement as applied by the Church," by Richardson and Loomis.

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"The granting of prizes necessarily makes a distinction between one and several. It pre-supposes a competition or engagement of some sort with others and implies uncertainty as to the outcome. Wherever it demands of one what cannot be attained by all it becomes a mockery and a joke. Only can it serve to show who among several is most skilled. A prize therefore, at its best, is nothing more than a recognition of the attainment by one of what all may, or at least should try to attain. It becomes an evidence of success on one hand, and on the other, of failure."

With this in mind the Scout Executive should proceed with the formulation of his point systems for any contest events in such a way as to inspire the largest number of the whole to make some effort to attain the prize. The value of 1st—2nd and 3rd place in point contest is so generally known that it seems unnecessary to treat it in this chapter.

It is the personal opinion of the writer that material prizes in the way of equipment, etc., are not of the same value that tokens of achievement are, such as medals, ribbons, cups, etc.

Editorial Note:—The use of troop prizes or District awards strengthens collective unity.

Rally Records

Entry blanks should be provided which will give the name, troop number and so forth, and sufficient other information to identify the scout or team for the entry in which they are to go. It is always well also to include on this entry blank, the restrictions which may pertain regarding the entrance, particularly regarding age, weight, rank of scout, etc.

A tabulation of these entry blanks should be made up and placed in the hands of the marshals and of the clerks of the courses.

In the meeting of judges and officials previous to the date of the event, it should be thoroughly agreed and understood from whom the clerks of the courses should receive announcement as to the winners.

In the Scoutmasters' Handbook, there has been written a very thorough set of standard rules under which to conduct various contests which are of a nature to be used in a large public event. It is recommended that these rules be used as a standard for a meet and in case any contest is not so covered, that either the scoutmasters representatives or the officials and judges should previous to the meet, formulate the standards under which the contest shall take place.

Event Organization

The organization for the actual performance for a public event more particularly those involving contests, divides itself into four groups, namely, mobilization, property, medical and records. The Scout Executive or his first assistant should be the Director of the Program. Assistant Directors should be appointed for each of the four groups outlined above. Under Mobilization should also be an official announcer, official starter, cheer leaders, bugler, orderlies, chief judge and at least two other judges, and a referee.

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The referee should be the final authority on whether or not a team has complied with the conditions as agreed upon regarding handicaps, weights, equipment, etc.

The Assistant Director in charge of property should be responsible for seeing that all equipment and other paraphernalia which the scouts were not requested to bring, shall be on hand. He may have under him a Director of Exhibits, and if there are any concessions to be granted, they should be classified under this group. Care ought to be taken to see that sufficient scouts are assigned to this department to handle the moving of this material whenever that is necessary in the course of events. Placing and changing of all signs shall be handled by this department.

The Medical Department may be in charge of a competent first aid man or physical Director with at least one able team of scouts on duty all of the time.

The Record Department should be in charge of an Assistant Director who shall be responsible for keeping a correct score of winners, etc.

The Director of the entire program should place himself in such position as to enable him to see as much as possible of the entire performance and will be in easy communication with all parts of the field. If the number of participants is large, it is not advisable for him to move at all from one point. He should have as many orderlies as there are district units with an orderly assigned to each unit, carrying only messages to and from that group.

It will be recalled that in the schedule given previously in this chapter, the preparation of general orders is mentioned. These general orders have to do with the various matters which take place on the floor, or field, and can be prepared long before the date of the event. These general orders should cover such things as instruction to announcers to call assembly to order, instructions to the Mobilization Director to begin the grand march, instructions to the marshals to get the different teams for the next event, instructions to the leader of the band to play upon receipt of the order, and the like.

It can very readily be seen how these general orders can be made to keep the entire assembly moving smoothly and simultaneously and without interruption with a minimum amount of study on the part of the Director at the time they actually happen.

Large events of this sort are usually successful in proportion to the amount of time and study spent in advance upon such details."

County Rally Suggestions

The following suggestions based on County Rallies in Monmouth County, N. J., by Executive M. L. Oxenham, while touching some points already mentioned, contain much valuable experience.

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The democratic principle of having the scoutmasters of competing troops participate in the making of arrangements, rules and standards will go far toward understanding and smooth going.

"Early announcements should be made as to the date and other details of a council rally. Every Scout official should be urged to send in suggestions, noting particularly the errors made in any previous rally.

Most councils form a committee of scoutmasters to cooperate with the Scout Executive and the Commissioner in managing the rally and in drawing up detailed rules in advance. Preliminary publicity may be done in several ways. In our own council, we have used small posters and two color circulars, which are distributed to all troops, schools, churches and posted in public places. Invitations are prepared and mailed to officers of the council, subscribers and two for each scout to hand to his friends. We have found it advisable to print tickets also, which are distributed in the same manner.

About fifteen days before the rally, we issue a preliminary program, which gives the outline of the rally in detail, showing the time when each event is to be run off. This is usually sent to the troops with the entry blank, which is required to be filed about a week before the rally. It is hard to have the Scoutmasters understand that these entry blanks are needed, but is very necessary that they should be submitted when a large number of troops are concerned.

As soon as possible the committee formulates the detailed rules, pertaining to the rally and submits them to the scoutmasters. Upon their receipt, usually questions will arise which will cause these rules to be revised. For this reason, we have usually issued "final orders" a day or two previous to the rally, which contain any amendments to the rules and special notices for the attention of the troops.

In framing up the final program, it has been found decidedly helpful to make a diagram of the field, and sketch out step by step the various events, marking them on the portion of the field to be allotted to that event. By thus imagining each move of the rally, serious mistakes have sometimes been prevented from occurring on the day of the event.

Then from the diagram sheet, a time table program is made up, sometimes divided into ten minute periods, and with these two helps, the diagrams and the time table program, the committee can decide on the final program. This final program is printed and sent to each scoutmaster, scribe and senior patrol leader at least two days before the rally, besides being distributed free at the rally.

From the entry blanks received, a check list is made by listing each event on a separate sheet and showing the number of contestants who are to enter. This check list is used by the judges when the event is to be run and is marked by them as to the results.

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At a rally, there must be no divided authority. The director must direct, and when he pushes the button the machine must work. With audience and boys waiting for things to go, there is no time for squabbles over rules. Play the game over before hand. Figure out how the event will run off if there are three entries and how if there may be thirty. Whenever possible, reduce the number of entries by district elimination contests, or by running the events in "heats" if the district plan is not feasible. In this way you can keep your entries down to a small number at the final contests and bring to the line contestants who know the rules and do not have to waste a lot of time in having them explained. What is more important, it will make it possible for the judges to decide the winners in a clear and fair manner, and besides put before your audience, experienced teams presenting a more high class exhibition.

The director should station himself at a central, strategic view point, with his orderlies nearby. When it is time for the first event on the program, the director gives the signal for the bugler to blow the call agreed upon. The battle is on, and thereafter the director acts as the general and orders up his infantry, artillery, etc., according to the time table printed on his program. The director should not leave his station.

The aides to the director should be responsible for getting the various teams up to the line for the events. Each team should be ready at least one event ahead of time. Allow no excuses for late arrivals. Start every event when it is scheduled. Should it become necessary to change the schedule as to time, keep the same order of events if it is in any way possible. Once the order is changed around, confusion sets in.

It is well to have the judges check over the entry list before starting the event and read the rules over to the teams. Ask for questions and have everything clear before starting. If there are any protests or misunderstandings, the time to bring them up is before the contest begins.

Watch carefully that all agree well in advance on such questions as to equipment to be worn, breakage, slips, coaching or leading by commissioned officers, etc. A number of councils now have the rule that no commissioned officers can command, coach or go on the field during the rally. Boy leaders only are what they desire.

Prizes and awards may be given in various ways. Some councils assign certain points for first, second and third in each event, and give a point trophy (sweepstakes) to the troop getting the most points.

The Monmouth County council at its outdoor rallies has given separate prizes of scout equipment for each event, and three trophies for first, second and third, in the total number of points.

Contest Records

An effort was made coincident with the preparation of this chapter to assemble the best time records attained by scouts and

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teams in rally contests. Unfortunately, practically every local council had its own set of contest rules and so the records available are in no way comparable. The new "Handbook for Scoutmasters" provides detailed rules for sixteen standard rally contests. Before any comparison can be made of the contest efficiency of scouts in various centers it is essential that they follow the same rules, the same standard regulations."

Athletic Field Day

It is doubtful if purely athletic contests have a place in the program of Scouting sufficiently important to devote an entire field day to them. There are so many scout contests, games, and sports which afford opportunity for physical competition and at the same time provide more or less valuable training in Scoutcraft, that is doubtful whether a scout organization is justified in promoting a track and field meet as such. A few of the usual athletic contests—sprints, jumps, relays, etc.—may, however, be included in a rally program. For rules, etc., consult Spalding's Athletic Handbooks, also Handbook for Scoutmasters, page 331.

The Pageant

During the past few years the pageant as the expression of community spirit has come to play an important part and is, no doubt, destined to play an even greater part in years to come. The Scout program lends itself particularly well to this kind of dramatic expression. The lives of the fine old pioneers and historic heroes dear to the hearts of scouts may well find a place in play and pageant. The various arts and crafts represented by the merit badge service, the dramatic rendering of a realistic "make believe" rescue or signal service, an impressive camp fire scene, all offer splendid opportunity for pageant treatment. These pageants may be made a striking feature either of an indoor or outdoor rally.

The most impressive feature of the part of the Boy Scouts of America at the International Jamboree at London, August 1920, was the pageant depicting the demonstration of Scouting, as developed in America. An outline of this follows on page 418.

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Dramatic Presentations

In small communities and in districts of large communities "shows" of one sort or another have been presented, often with worthwhile results. The cooperation and intensive effort required in "putting on a show" are real builders of morale. In some cases the proceeds of the entertainment have gone to some special project, such as a log-cabin.

Any entertainment given by scouts should be made up largely if not entirely of features depicting the scout program and its products. Perhaps the most popular and adaptable entertainment is "A Day in Camp." The major events of a day of out-door Scouting may be compressed within a two hours entertainment, beginning with "Reveille" and setting-up exercises and closing with a council fire and "Taps." First aid, signaling, pyramid building, fire by friction, and many other scout activities may be demonstrated.

Comic features may be interspersed to prevent monotony. First aid or life-saving may afford a moment or two of tense drama. The evening council fire may include songs, stunts, speeches, jokes, contests and may even take the form of a minstrel show. "A Day in Camp" is perhaps the most useful and elastic skeleton around which to build a scout entertainment.

The Scout Supply Department has in stock several dramatic playlets which may be readily and successfully staged by boy scouts.

Special Scout Occasions

Several types of public occasions are inherent parts of the scout program. First and foremost, of course, is the Court of Honor meeting. The public investiture of scout badges with a suitable ceremony has already been recommended in the Handbook for Scoutmasters (See pages 45 to 49).

It will in most cases be wise to include in the program of such a meeting attractive features, such as an illustrated talk on some feature of Scouting, a few contests in scoutcraft, a scout band or orchestra, or some other forms of entertainment.

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Father and Son Dinners or affairs have been conducted by many councils and troops.

Special Ideas

Quite a number of distinctive and out of the ordinary public scout meetings have been conducted by a number of the local councils.

Aurora, Illinois, held a big camp fire in one of the public parks, following a regular scout camp fire program with three Sioux Indians as a special attraction. Scout Executive England reports, "It not only was a great night for the boys but proved to be a fine publicity stunt, for there were more than 15,000 people there."

Aurora also conducts an annual "Camper's Reunion" in December or January.

St. Joseph, Missouri, Council included in the printed program of its "Scout Revue" a Troop Directory and an application blank for boys not scouts. The program was divided into two parts. Part I portrayed the usual activities of a scout meeting, including calling the roll, awarding badges, investiture, first aid, signaling, knot-tying, drilling, etc., Part II featured Camping and Woodcraft, including tent pitching, fire-lighting, cooking, wireless, life-saving, bridge and tower building, wall scaling and a council fire.

At the "May Scout Efficiency Meet" of Cincinnati, Ohio, tickets were distributed to the troops for the use of parents and friends and points were given each troop for the number of its friends who attended as well as for the contests

Omaha, Nebraska, conducted a "Nani-Ba-Zha"—a fall festival "including the Indian Scalp Hunt and the Dedication of the Totem Pole, attended by appropriate Indian ceremonies."

The Syracuse, New York, Scouts were the guests of the Optimist Club of Syracuse at a "Old Time Barbecue," with a roasted ox and suitable trimmings. This was held out-doors in February in connection with the anniversary of the founding of the Boy Scouts of America.

Providence, Rhode Island, conducted a Christmas good turn rally. The scouts brought new and used playthings, outgrown clothing, and other gifts which were later distributed to needy children.

Oak Park, Illinois, at two recent rallies has awarded points for essays on one or another point of the Scout Law.

Buffalo, New York, conducted a special out-door meeting for first class scouts, known as "Flap Jack Flip." A contest in flap-jack making was the main event, although contests in chopping wood, whittling a tent peg, judging distance, lassooing, and throwing the life ring were included.

Suggested Programs

The following actual rally programs are included as they afford valuable suggestions for the planning and conduct of rallies.

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The Newark Program is really too long for an average audience as two hours is a safe average, but it is of interest as it really runs two rallies; one for new, and thereafter one for older boys.

NEWARK, N. J., SCOUT RALLY
WEEQUAHIC PARK, SATURDAY, JUNE 19th, 1920.
2 P. M.

WATCH THE PLATFORM

Everybody, watch the platform for starting signals and announcements, and LISTEN every time you see the signaler's flags waving.

STARTING SIGNALS
(Preliminary to every event)

1st signal: Signaler waves flags—contestants enter field.
2nd signal: Bugler blows TWO blasts for contestants to "GET SET."
3rd signal: Bugler blows ONE blast for contestants to "GO."

PROGRAM

Points: 5, 3, and 1, except in Reviews and Demonstrations in which points are awarded on basis of attendance in Review, and skill and general efficiency in Demonstration.

DIVISION A—For Troops organized since January 1st, 1920.

2:00 Music. Troop Review. Points: Troop 19.....Troop 28.....Troop.....Troop 44.....Troop 46.....Troop 50.....Troop 65.....Troop 68.....

2:15 Dressing Race. 19, 28, 40, 44, 46, 50, 65, 68. Won by ..... 2nd.....3rd.....

2:25 Knot Tying Contest. 19, 28, 40, 44, 46, 50, 65, 68. Won by..... 2nd.....3rd.....

2:45 Music. Horse and Rider Contest. 19, 28, 40, 44, 46, 50, 65, 68. Won by.....2nd.....3rd.....

DEMONSTRATIONS

2:55 (a) Drill: Troop 28. Points.....Drill: Troop 44. Points.....

3:05 (b) Setting-up Drill: Troop 68. Points.....Pyramids: Troop 46. Points.....
Setting-up Drill: Troop 50. Points.....Drill: Troop 40. Points.....

3:15 Music. First Aid Demonstration by Eagle Scouts—Scouts who rank highest in Newark Scouting.

DIVISION B—For troops registered previous to January 1st, 1920.

3:25 Semaphore Signaling:
1st heat, 6, 10, 14, 36, 38, 39, 56, 99. Won by.....2nd.....3rd.....
2nd heat, 1, 8, 9, 23, 24, 25, 34, 66. Won by.....2nd.....3rd.....
Finals Won by.....2nd.....3rd.....

3:45 General Service Signaling:
1st heat, 1, 10, 8, 9, 14, 23, 24, 38, 56 Won by.....2nd.....3rd.....
2nd heat, 3, 6, 25, 34, 36, 39, 66, 99 Won by.....2nd.....3rd.....
Finals Won by.....2nd.....3rd.....

4:05 Music. Water Boiling Contest. 1, 3, 6, 8, 9, 10, 14, 23, 24, 25, 34, 36, 38, 39, 56, 64, 66, 99 Won by.....2nd.....3rd.....

4:20 Music. Wall Scaling. 1, 3, 6, 8, 9, 10, 14, 23, 24, 25, 34, 36, 38, 39, 47, 66, 99 Won by.....2nd.....3rd.....Time.....

4:35 Demonstrations. (10 minutes each to (a), (b), (c) and (d) in groups as given.)
Music. (a) Trek Cart, Troop 1, Points.....Pyramids, Troop 10. Points.....Trek Cart, Troop 3. Points.....
(b) Drill, Troop 6. Points.....Drill, Troop 8. Points.....
(c) Drill, Troop 24. Points.....Drill, Troop 39. Points.....
(d) Field Telegraphy, Troop 36. Points.....
Exhibits placed during the A. M.—Bridges, Troops 9, 14, 64, 66, Towers, Troops 25, 34. Camps, Troops 38, 47, 99. Points awarded: 9.....14.....64.....66.....25.....34.....38.....47.....99.....

5:05 Grand Review of all troops by Council Officials and Judges. Music by drum and bugle corps of Troops 8 and 47.

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5:15 Awards by Curtis R. Burnett, President.
(a) Silver loving cup donated by Colyer & Co. to winner of Div. B.
(b) Six "pup" tents donated by the Organization Committee to the winner of Div. A.
5:30 Pledge of Allegiance (all American flags to the front).
5:35 Taps. Parade to Park Exit led by band.

PROGRAM—MILWAUKEE, WISCONSIN

PART ONE

1. Overture, Solvay Coke Company Band.
2. OPENING REVIEW
Grand Entry and Assembly of Troops.
"Every civilized country contains Boy Scout Troops."
3. Setting-Up Exercises
Directed by Edward Siefert & Herbert H. Behrndt.
"A Boy Scout does a Good Turn Daily."
4. Push Ball, played by everybody
"Milwaukee Scouts own their own 45 acre Camp—Indian Mound Reservation."
5. Fire by Friction—Troops 1 and 27
"Let him spend 2 weeks in camp where his mental, moral and physical welfare will be awakened."
6. Infantry Drill—Troops 26, 80, 108, and 90
"Boy Scouts acted as ushers at 75 park concerts in 1919."
7. Semaphore Signalling—Troops 26, 10, 70 and Sea Scouts
"Boy Scouts distributed over 100,000 Government messages in 1919."
8. Bridge-Building—Troops 11, 66 and 14
"Building bridges, like building character—both require a strong foundation. Scouting furnishes it."
9. Athletic Stunts—Troops 60, 4, 40, 59, 25, 66, 11, 75, 91, 44 and 101.
"Scouts patrolled for lost children in city parks on July 4th and returned over 200 to their parents."
10. Storm followed by stretcher drill—Troops 10, 3, 32, 27, 18 and 78
"Boy Scouts collected and distributed 5000 toys to poor children Christmas week."
11. Tower and pyramid building—Troops 3, 10, 60, 43, 93, 26, 64 and 66
"Scouts furnished guides for 15,000 delegates at N. E. A. Convention."
12. Wall Scaling—Troops 3, 10, 51 and 78
"Life is a series of obstacles—learn to jump them while you're young."
13. Trek cart demonstration—Troop 37
"100 Troops distributed Thanksgiving baskets to the poor."
14. "The Stranger within our Gates."
A pantomime in which immigrants are introduced by Liberty to Industry, Education, Recreation, the Church and Columbia—Troops 56, 57, 65 and 4.
15. Indian Mound Campfire Ceremony—Troops 28, 22, 23, 12, 10, 17 71, 2, 100, 18, 93, 26, 70, 40, 43, 60, 1, 6, 73, 98, and 78.

PART TWO

Following the Campfire the audience is invited to come down into the arena and witness Boy Scouts at work in the different booths.

Watch Scouts, bake bread, signal by wireless, sketch, splice rope, turning wood, make butterfly exhibits, types of fires, etc., etc.

BROOKLYN PAGEANT

From—Deputy Field Executive A. W. Beeny.
To—Special Committee on Ways and Means of Brooklyn Council.
Subject—Pageant for Boy Scout Jamboree of Brooklyn.

Gentlemen:

In response to request of Commissioner Marsh of your committee I submit herewith my suggestions for a program similar to the International Scout Jamboree but more definitely American.

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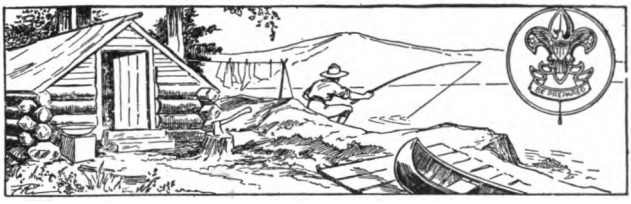

"A DAY IN CAMP"

Second Annual Rally

MONMOUTH COUNTY COUNCIL

Boy Scouts of America

Review by Officers of the Council and

Chief Sea Scout, James A. Wilder

Saturday, May 31, 1919 at 2.30 P. M.

You are Invited to Attend

And see the Scouts in Camp, with Fire places
Pancake Griddles, Stew Pots "an Everything"

Throckmorton Field, RED BANK

PROSPECT AVENUE AND WALLACE STREET

Games, Races, Contests, and Demonstrations

Decoration Day Parade at 2 P. M.

Tree Planting on High School Grounds at 4 P. M.

Council Fire - Stunts - etc. - Friday 8. P. M. on the Field

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6—Knife Contest

EVERY KNIFE COUNTS

Every scout to compete Soft pine stick 8"x1" square, to be whittled into a letter opener, as follows: Handle, 3"; blade, 5"; sharpened on both edges and to a point, a hilt to separate handle from blade. Contest to go for 20 minutes and judgment accorded on neatness, accuracy, ingenuity and condition of knife used. Every troop first aid squad be prepared for service.

100% PARTICIPATION WANTED

ARTHUR F BAKER,
Scout Executive.

A banner will be awarded to the winning troop.

SPRING RALLY

April 17, 1920

SATURDAY, 7:30 P. M.

Boys' Gym at High School

Erie Street Entrance

Oak Park Council
Boy Scouts of America

1—Review

All troops assemble in lower corridor Capt. Chas. E. White will direct the review Ready to start at 7 30 sharp. Pass in review, carrying American and troop flags. Scout Commissioner Riddell and council members.

2—Essay

EVERY GRADE SCORES POINTS FOR TROOP

"A Scout Is Loyal"—about 250 words—one side only of 8½x11 paper Every scout write one. Troop commander picks best two. Submit to Scout Executive not later than April 12. Rally judges will grade previous to seventeenth. Essays winning 1st, 2d and 3d to be read by authors at the rally.

3—Drill

EVERY TROOP WILL BE RATED

A patrol of eight scouts in charge of patrol leader—the following movements to be executed: 1—Form the patrol; 2—Take intervals and distances; 3—The oblique march; 4—Turn on moving pivot; 5—Dismiss from formation point. Note: Patrol leaders should know the order of the movements and snap their patrols through as quickly as possible, bearing in mind that the work will be judged on appearance, command and execution Manual of Drill, pages 13-16

4—Fireman's Lift Relay

POINTS 10, 6, 3, 1

Team of twelve or more scouts, all standing in file. No. 1 carries No. 2 to opposite side of gymn and No. 2 goes back and gets No. 3, etc. Last man finishes race by running back to starting line—one or two legs in hold.

5—Signaling

ACCURACY SCORES POINTS

Team of four—message of ninety letters. All flags must be: Semaphore, 18"x18" on a 2-ft. staff; Morse, 24"x 24" on a 3-ft. staff. Users of semaphore code will have time doubled to equal time used by Morse code teams. Accuracy, 1 point a letter; speed, 10, 6 and 3. Continue signaling until stopped by judges at the 15 minute limit, as every correct letter scores a point.

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"BOYLAND PAGEANT"

(The making of a Scout in America)

Aim—To interpret for the parents and friends of Brooklyn boys the Spirit of Scouting from the earliest days of America until the present. To show how the resourcefulness of the Indian and the determination of the Pioneer contribute to the development of character in the Boy Scout of America today who through the Scout method of learning by doing strives to Be Prepared to follow the trail of Washington, Lincoln and Roosevelt in serving his God and country.

Form of Pageant—Mass demonstrations of various activities by selected groups—no floats used—Scout activity the thought.

SETTING

The Jamboree setting is in an Arena, with seats on three sides and one side left for entrance, exit and dressing room.

PROLOGUE

"The Spirit of Scouting"
The Scout Law (Group demonstration of each Law)
Pledge to the Flag
Star Spangled Banner } Hollow square
Scout Oath

Episode I—INDIAN SCOUTS

Arrival—erecting tepees
Fire by friction
Tribal ceremonies
Archery
Signalling (Smoke Fires)
War dances
Tribute to Washington, Great White Father (impersonated by leading citizen) council with Indians. Smokes peace pipe. Give big "How" Scout Song.

Episode II—PIONEER SCOUTS

Arrival with Prairie Schooner
Cooking
Use of Axe } Log cabin built in view of audience.
Cabin Building
Knot tying
Bridge building—River bridged in two places using no nails
Tribute to Lincoln (Lincoln impersonated by a leading citizen) who delivers "Address on Freedom for all," followed by Group recitation of Gettysburg Speech.

Note: Cabin built in above episode is also used in later episodes.

Episode III—SCOUTS OF TODAY

Scene I—Jollification
Voice and Pep Drill
Scout Games—Crab race, Horse and Rider, Cock Fight, Skin the snake
Scene II—War Service
Old cabin occupied by German Spies
Bond selling—Search for Walnut trees
Wireless signalling discovered
Flag signalling for aid

ACTION

Scene III

This cabin built by pioneers used by German spies until eviction. Occupied by poor family.

Tent pitching—(Pup tent)
Trek cart demonstration—Pine Tree
Patrol Instruction—Various Scout Objects
Neckerchief Drill
Tower Building
Signalling
Sea Scout activities
Council Ring Fire

Civic Service
Cabin on fire
Family rescued
Bucket Brigade

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Tribute to Roosevelt — Movies of Roosevelt or Impersonation giving "Hit the Line" address to scouts. Scout Yells for Roosevelt or hymn "How firm a Foundation."

Episode IV—FINALE

Scouts Rally
Tribute to scouts killed in the War (Tree planting)
Cabin and Land for permanent camp site presented by leading citizens in recognition of services rendered by scouts. (Suggestive)
The call of the boy to the Man Recruits—but leaders lacking / Tribute to Dan Beard and National Officers — Boys uniformed enter Arena and make appeal
The Brotherhood of Scouting / Melting Pot—Boys of all nations / Recessional — Enter with various flags placed in rack—taking American flag instead, then clasp hand in big circle going off in groups like pals

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EXHIBITS OF SCOUTCRAFT

Classes—Handicraft, Woodcraft, Art, Stamps, Model Scout Room, Printing Press

Booths to be constructed for display of exhibits. Scouts busy at booths making articles for sale. Scout choir—200 Trained Boy Scout Singers singing scout songs.

RECREATION

Refreshments
Bowling Alleys
Rifle Range
Dancing
Movies—Get Jamboree Film and other Scout films

BUSINESS MANAGEMENT

Concessions (None considered unless of Educational nature for Scouting)
Sales booths—Scout supplies—Industrial exhibits
Scout Booster Honor Roll (Associate Members)
Patronesses—To create Public interest and support
Program Descriptive with ads.
Medical Arrangements
Ushering
Tickets—Sale by scouts on commission basis to aid troop fund and stimulate sales
Publicity and advertising
- Announcements in daily ads of merchants
- Window displays
- Car Cards
- New Stories (Poster Competition)

****

ORGANIZATION

Council Committee (18)
Managing Director

Business Manager	Pageant Manager	Exhibit Director
Advertising	Episode Directors	Handicraft
Catering	Arena	Woodcraft
Movies	Scenic construction	Art
Finance	Properties	Stamps
Hospitality	Electrician	Model Scout Room
Patronesses	Music	Printing Press
Concessions	Scout Choir	Rifle Range
Tickets		Bowling
Publicity		Conferences

****

These suggestions are submitted with the hope that some may be of value.

A. W. BEENY,
Deputy Field Executive

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Exhibits

Many scout organizations have presented worthwhile exhibits of scout craft at public affairs such as county fairs and conventions.

Next to active demonstrations by scouts, photographs and products of scout craftsmanship form the most valuable material for such exhibits. A very attractive scout booth may easily be included in a county fair. A list of suggested exhibits follows:

A camp school, with scouts in action—camping, signalling, etc.

A tableau booth—scouts in tableaus such as "Swearing in a Recruit"—"A good turn"—"Doing First Aid"—"On Hike"—, etc.

"The Scout and Law"—visualized through scout craftsmanship with rustic wood work, rope, stones or wood carving.

Scout made maps, drawings, photographs, cabins, fires, camps, etc.

Natural history collections—butterflies, leaves, etc.

Craftsmanship—bird houses, basketry, box furniture, wireless and heliograph outfits, whittled paper knives, etc.

Merit badge work—exhibit of work done for various merit badges.

Mohawk Indian Village

A uniquely interesting type of scout exhibit was presented at the Eastern States Exposition at Springfield, Massachusetts, in September, 1920. This was developed by the Junior Achievement Bureau of the Exposition in cooperation with National Headquarters of the Boy Scouts of America and the Springfield Council. A replica of a Mohawk Village of lath huts was erected and forty scouts from as many different scout centers were present during the exposition, rendering public service and demonstrating scoutcraft.

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Program

Second Annual Rally

BOY SCOUTS *of* AMERICA

Des Moines, Iowa

COLISEUM, FRIDAY NIGHT, FEBRUARY 27, 1920

Grand Entry of Scouts

Mass Drill by C. C. Koons, Scoutmaster Troop 16.

Presentation of Merit Badges to Winning Scouts.

Inspection by Major General Hines, Fourth Division, U. S. A., Camp Dodge.

The floor has been divided into five parts in which the following events will take place in order as indicated by this program.

First Round.

No. 1. Blinker Drill with flash lights, Troop 19.
No. 2. Human Signal Towers, Troop 42.
No. 3. Trek Cart Drill, Troop 15.
No. 4. Fireman's Lift with ladders, Troop 20.
No. 5. Respects due the Flag, Troop ceremony, Troop 38.

Second Round.

No. 1. Game Hand Pull, Troop 16.
No. 2. Game Baste the Bear, Troop 33.
No. 3. Game Towel Tag, Troop 15.
No. 4. Game Barrel-Tilting, Troop 38.
No. 5. Game Dead Man, Troop 19.

Third Round

No. 1. Throw out, Troop 28.
No. 2. Carries for Injured Persons, Troop 25.
No. 3. Knot tying, Troop 22.
No. 4. Stretcher Drill, Troop 22.
No. 5. Quick Dressing Contest, Troop 29.

Fourth Round.

No. 1. Game Horse and Rider, Troop 16.
No. 2. Bandaging, First Aid, Troop 39.
No. 3. Wireless Demonstration, Troop 15.
No. 4. Game Compass Knowledge, Troop 20.
No. 5. Setting Up Drill, Troop 19.

Fifth Round.

No. 1. Wall Scaling against time, Troop 16.
No. 2. Game Crab Race, Troop 22.
No. 3. Bugling Buglers from a number of troops.
No. 4. Game Crackes Eating Contest, Troop 37.
No. 5. Bridge Building, Troop 33.

Sixth Round.

No. 1. Wall Scaling, Troop 19.
No. 2. Exhibition Firemaking by friction, Philip Dumont, Troop 28; Maurice Jones, Troop 16.
No. 3. Games, Swat the Fly; Battle Royal, Troop 47.
No. 4. Setting up exercises, Troop 38.
No. 5. Life Saving Land Drill, demonstrating methods of breaking death grips and the different carries in the water, Troop 28.

THE INTERNATIONAL SCOUT JAMBOREE

by Clark E. Schurman, Former Editor of "Scouting"

The international Jamboree program was built out of short acts by different nations. The time allowance for any one act was fifteen minutes and during this time the Arena was to be "filled"—that is, approximately 150 scouts were to be participating. To demonstrate physical exercises of the modern type the Boy Scouts of America put on an act under the old old name of "A Day in Camp." At the sound of Reveille, boys strayed on to the stage through a center door dressed in pajamas and in the act of sleepily stretching. They formed in double rank along the front of the stage at five-foot intervals and indulged in the following mimetic exercises. Everybody stretch. This was done with much rubbing of eyes and grunting.

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Let's saw some wood. Front and rear ranks faced each other and grasped the handles of an imaginary saw, the rear rank taking the first pull and the boys "shish"-ing with each cut of the saw. As the saw went lower and lower through the log the boys' backs bent to the task. Then laying down the saw each boy picked up and placed one end of the log to be split.

Let's split this wood for the breakfast fire. When the wood was split, each boy working his own and getting excellent twisting exercise, the wood was gathered and piled, a fire built, an imaginary match being scratched, pancake batter was stirred up, a pan greased and held over the fire, batter poured in, the pancakes flapped with many a "ka-tunk" and then some of the humorists in the crowd pretended to eat them.

Now let's go for a row. The boys sat on the ground as if in boats and rowed "doubles" and then stepped out of the boat and faced the leader who asked if they wanted to go in for a swim which, of course, led to a yell which was not mimetic. At the word the boys stripped off their pajamas, removing the nether garments first and the upper garments starting at the throat first. The audience gasped with relief when it was finally revealed that they had on scout shorts rolled up to make swimming trunks. Then there was a mimetic swim toward the audience, a turn and a return, then the boys broke for the exit. The second division opened with the entrance of the Pine Tree patrol, center stage, unloading cart and making camp. As soon as their first unloading was finished there came in two single files of big fellows with Rover packs on their backs. Each file was whistling "The Long Trail," and each wound into a big circle at either side of the Pine Tree area. They unslung packs at command and passed them around into one big stack on the side facing the audience. Then they played medicine ball games using two packs as medicine balls, passing them overhead, between their legs, alternating, around the circle football style, and also passing alternately a pack and a scout knife, trying to stick some one fellow with both articles or get someone to drop one or the other and so be eliminated. Then all the packs were reissued and placed on the ground as at terminals of the spokes of a wheel so that each boy had a pack behind him on which he could sit down. Then started the chase around the circle at the command of the leader who snatched two packs out of the circle and gave the order "Seats." This, of course, resulted in a scramble and left two fellow in the central discard. At each circling of the remaining group two more packs were withdrawn from the seat row

While these Rover games were in process four patrols ran into position at each end of the Arena at open spacing and played Crows and Cranes as introduced by Charles F. Smith of Columbia. This is a game in which opposite patrols do any physical or humorous stunt at the mention of their names, using their partners as victims, and in which individuals are similarly pitted against individuals.

When these five rings of the circus had been going a total of six minutes from the entry of the Pine Tree, there came another thin line around each end of the Arena running down to the center in front of the acts that were going on. These forty-eight boys carried bow and drill sets for fire making. As they halted and knelt in a single line facing the audience, the Rovers stacked their packs back stage and with the Crows and Cranes fell into a standing line behind the fire makers and drew from their pockets flint and steel sets and tinder. This gave a kneeling line of forty-eight boys and a standing line of ninety-six boys all making fire, and many of them succeeded in getting as many as three flames in the 3½ minutes in which this act held the audience's enthusiastic interest. It was terminated by the sounding of assembly at which the Pine Tree patrol stood at attention and the other one hundred forty-four boys formed in twenty-four men units and one at each end and four across the center of the Arena in a single rank, backs to the audience. The colors were then brought in through the central door. To The Colors sounded, the pledge of allegiance to the flag being given as the last note of To The Colors ceased.

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At the sound of recall these single rank lines faced to the center and started at double time in the building of two big circles of seventy-two scouts each, one at each end of the Arena. These circles closed in until the boys had their arms around each other's shoulders and alternated in the Boy Scout yells. This produced something of the camp fire illusion and this illusion was heightened as Call to Quarters was blown and immediately after it Taps. After the bugle had sounded Taps the boys released each other's shoulders, and as an echo call of Taps on a bugle off stage came to the audience the boys backed away from the scene of their imaginary camp fire singing "Day is done, gone the sun, from the lake from the hills from the sky, all is well, sweetly rest, God is nigh." They left the stage without crossing the circle around which they had been standing, the friction fire and Rover men recovering their properties which were left near the entrance without breaking the hush produced by the music.

Anniversary Week

Anniversary Week is celebrated each year to commemorate the formal organization of the Boy Scouts of America. A typical program—the one outlined in SCOUTING for the 1921 Boy Scout Week—is here given:

February 6 to 12
Scout Anniversary Week—Eleventh Year

The universal custom is for troops to re-affirm the Scout Oath at 8 P. M. each February 8th; or at least at 8 P. M. on the troop meeting night in this week. The second tradition is that families, friends and the un-uniformed good scouts of all ages ba asked to warm the old world's heart with good turns each day of this week.

Sunday, February 6th, Scout Sunday. Church troops may well arrange for special services, enlisting the congregation in good turn work and explaining the ideals of the scouts. A report for the year, to the parent institution is appropriate. In some denominations, troop committeemen and scouts have active parts in the services. In almost all, the troop attends church in uniform. Other possibilities are: union services; visits by scouts to hospitals; scouts teaching their Sunday School classes.

Monday, February 7th, Home Folks' Day. Fathers and mothere entertained by troop at dinner. One way to assure a good program of short talks is to give over the speaking to the boys:

Troop and patrol flags, candle shades decorated with patrol animals, Scout-Law post cards at each place, and center-pieces of model bridges, towers, lean-tos and rafts are interesting.

The policeman on the neighborhood beat and a fireman from the nearest station, in uniform, will be honored guests. A bit of rope at each plate and knots to be tied at each course will "break the ice." Substantial food, camp style, is least expensive and makes the best menu.

Here again the scribe's and senior leader's reports for the year make good numbers and the troop's wag has his day. The new song book abounds with jollity for this occasion, and a parody with local hits, belongs.

Tuesday, February 8th, Scouting's Birthday. Preferably out-of-doors; and a community rally and demonstration, with the Oath in solemn setting at 8 P. M. For the rally the new troop may exhibit massed semaphore drill to music; first aid work in a large way—big bandages, stretchers, fire rescues and carries; several boys should work at once, preferably above the heads of the spectators. Placards as used in vaudeville houses to announce acts, are a help to the crowd. It is well to use the un-uniformed members as patients, implying less disaster to the scout and his better preparation for emergency service. Those games the boys shout in and laugh at most, are good to show the play side; use many boys instead of a few in the games. Close "too soon" with a color ceremony and yells.

For older troops: drills; pyramids; games; jumps into a life net borrowed from Fire Department; resuscitation (several at a time); tent pitching contests, ndian ceremonial dances; historical Scouting pegeantry; a pantomime play; lantern sildes of troop camp and hike

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pictures; and Morse code drill by at least a full patrol, using flashlights, timed to music; bridge building; Colors.

Wednesday, February 9th, School Day. Fire drills in schools, led by scouts. Safety first talks and first aid demonstrations in schools. Explanation of merit badge course by leaders to schools. Appreciation to teachers by scouts—possibly by scouts and parents mailing letters to reach teachers on this day.

Thursday, February 10th, Community Day. This day may be either the beginning or the climax of whatever community goodturn is most desirable for your troop or council to attempt. Among those that have been notably successful in more than one city are; efforts to free the pavements from "puncture possibi"ties," collecting bits of iron and glass in a pile in front of the City Hall; catching rats for the prevention of epidemics; organizing the town in block groups to free it from the waste paper disgrace (this may be done by half patrols of scouts going from house to house and enlisting each family in the endeavor to make the city beautiful); taking down from trees and telegraph poles all the election signs; freeing the storm-water gateways in the streets of rubbish so that they can function properly through the winter rains and thaws; getting permission to harvest down-wood in timber lots for the benefit of families who will be short of fuel this winter; getting permission to make scout window displays in any stores that may be vacant, as a means of improving the appearance of the street and at the same time advertising walk-rite, safety first, and clean-city ideals in these valuable window spaces; cleaning up vacant lots and back yards and enlisting the community in a special effort to clear the alley ways in anticipation of the coming congestion by snow.

It is quite possible to get the Mayor and other city officials to lead the scouts in some big community good turn on this annual occasion. Is there a bit of road to some favorite grove on the edge of the town which needs improving so that mothers and children can get to the grove? Is there some group of old unsightly buildings which the city really wants removed? By enlisting the Rotary Club, or the Chamber of Commerce, the Kiwanis Club, the city officials, or the men of your church and getting the proper permission from the right authorities or owners, such undertakings can be put over on Community Day during Good Turn Week.

Friday, February 11th, New Member Day. Give the local papers on this day a summary of the scout situation in your community, the number of institutions with which troops could be connected, the number of boys naturally associated with these institutions which could be enjoying Scouting if men would make it possible for them. Enlist all of your forces in a campaign to recruit scoutmasters and scouts on this Friday. Have open house for strangers at all troop meetings, advertising the full list of meetings held on this night.

Saturday, February 12th, American Day. The ideal for large communities is undoubtedly the presentation of a pageant showing the development of pioneer resourcefulness in the early Americans. This may suitably begin with Indian ceremonials and dances and go through the presentation of buckskin men, prairie schooner and stage coach parties, the laying of the first railroads, the building of bridges, and finally the massing of boy scouts under the national standard for all emotional expression of patriotism in the Color ceremony and singing of the Star Spangled Banner.

In the International Jamboree, Pageant Master Chauncey Langdon had such a procession reviewed by the figure of Miss Columbia and Miss Britannia or France or Belgium. The women who played these parts came upon the arena from opposite directions accompanied by small honor guards of scouts in the uniforms of their country. They met in front of a dais, embraced each other, mounted the steps and were seated flanked by their honor guards and still holding their flags. This centered the picture for the audience as the various eras of American development passed in review before these ideal figures.

Where such pageantry is not possible it undoubtedly is still possible to have a great city game or hike or barbecue. One that is particularly appropriate is an all-city hike to some local point of historical interest. This is a good time to undertake a photographic treasure hunt to such a point. The plan for this is as follows:

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The scout leaders prepare, weeks in advance, a series of photographs of land marks identifying a trail which leads away from the city and circles back to a camping spot rather near the city line. The idea of this course is to give the boys their main hike in the morning and have them near home for the return, when they are tired. Duplicate sets of these photographs are printed and numbered, and multigraphed sheets to accompany them, tell the compass direction to be taken from the point pictured in each print. (To lay out such a trail it is best to work backwards and to have someone check over the course to make sure that the directions are actually what the trail-maker intends they should be, as nothing is more discouraging to the boys than unfairness or inefficiency in such directions.) On the morning of the hike, form the boys in parties of from eight to twelve, mixing them so that troops will get acquainted with other troops, and town boys who do not belong will be attached to each party but not allowed to go without scouts as leaders. Assign the photographs and direction sheet to the senior in each such party and start them on the way with every instruction written on their sheet.

To verify the work of each patrol, have painted somewhere upon land mark number 1, inconspicuously, the last word of a counter-sign sentence; upon land mark number 2, the next to last word and so on to the end of the trail. At the last land mark arrange to have this message as picked up on the trail, sent in its logical order by either semaphore or Morse code to the camp, where dinner is to be served. Each party that has the entire counter-sign and is able to signal it into the camp is allowed to come into camp at once and is used to strengthen the guard line around the camp. Any party which fails to collect the entire counter-sign or is unable to signal it after having gotten it is put to the bother of finding its way into camp by the expedient of running the guard line. Its arrival is not complete until all members get in.

If each patrol is given a name which includes its starting time as 9:00, 9:05, 9:10, 9:15, it is possible without very much bother to determine which patrol makes the best time on the trail and to award a prize of an extra cake to the winner. This puts a premium upon the ability to pick up the message and to signal it in, because no patrol can be counted as in camp until all of its members are within the guard line (and a guard line made up of scouts who have come in through the open door will work mighty hard to keep out the "enemy"!) This will furnish a big experience if it done as well as outlined. It was tried four years ago in Grand Rapids, Mich. Five hundred and seventy boys went on the hike, and it was an unqualified success. Following this big thrill one or two good story tellers, who confine themselves to American historical heroes, in an afternoon camp fire, will make a big day, out of doors.

A Review

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BOY SCOUT EDUCATIONAL WEEK
BALTIMORE, MD. EXEC. W. P. BRADLEY

Educational Week

Baltimore, Md., has for a number of years conducted a special Educational Week. While this in no sense means that the same things should not be done throughout the year, it is an occasion of concerted educating the public and Baltimore has found it of real value.

I OBJECTIVES

1. Bring to the attention of the community the vital facts in reference to its boyhood, and thus generate and crystallize sentiment for a long and forward step in boys' work.
2. Bring to the attention of the people of Baltimore the work and achievements of the Boy Scouts and thus stimulate interest which will bring about a wide expansion of Scouting.
3. Interest churches, schools and other organizations which have a point of contact with boy life, so that there will be organized wherever possible troops of Boy Scouts.

Note in 1920,
Definite enlistment of

1. Scoutmasters.....50
2. Assis't. Scoutmasters.....50
3. Scouts..... 1,000
4. Troops.....25

EDITORIAL NOTE—The dangers of hasty and hence oft-incomplete organization must be safeguarded. Adequate leadership and backing should precede boy enlistments.

II GENERAL COMMITTEE

1. To have general supervision of the Campaign.
2. All plans of the Campaign must have the sanction of this body.
3. This Committee to arrange for all out of town speakers.

III DISTRICT ORGANIZATION

1. Organize a committee in each District to carry out details.
2. District Commissioner to represent the District on the General Committee.
3. Names of District Committees to be handed in to the General Committee.

IV PROGRAM COMMITTEE

1. Scoutmasters' and Assistant Scoutmasters' "Get-together" meeting and supper on first day.
2. Annual scout officials' banquet to be held on the closing night of Campaign.

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3. Arrange for meetings in all High Schools for Boys.
4. Arrange for programs at all business men's Clubs; Rotary, Kiwanis and Ad. etc.
5. Scouting and Industry.
   a) Call meeting of all representatives of firms having boys in their employ.
   b) Arrange for presentations before various labor groups or Councils.
6. Scouting and the Schools.
   a) Invite the School Board and Superintendent to meet at luncheon and discuss Scouting as it relates to the School.
   b) Hold Conference then with Superintendent and Principals.
   c) Have a mass meeting of the teachers called and Scouting presented to them by an address and demonstration.
   d) Brief address at School Assemblies.
7. Scouting and the Church.
   a) Hold a luncheon for all ministers at which time the value of Scouting and boys' work will be discussed.
   b) Arrange for special Scout services in all Churches where there are Scout troops.

V COMMITTEE ON DEMONSTRATION

1. Arrange to have specially selected groups of Scouts give demonstrations in public places.
2. Demonstrations in all public schools on Safety First Methods.
   Cooperation of School Board and Safety First Society.
3. Demonstrations before all Clubs.
4. Arrange details for the Hub's entertainment of the Scouts of the city.
5. Scout parade on opening day.
6. In conjunction with fire and police departments.
7. Talks by Scouts themselves.

VI COMMITTEE ON PUBLICITY

1. Enlist the active cooperation of newspaper men, photographers and advertising managers.
2. Have editors write editorials regarding Scouting and good citizenship.
3. Have photographers follow up all events and have entire page of the Sunday Sun photo section filled with Scout pictures.
4. Secure appropriate cartoons.
5. Arrange for window displays of Scout Work. Animated if possible.
6. Special signs and bulletins including street banners and flags and car cards.
7. Arrange for all motion picture places to show slides or Scout reels.

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8. Small scout cuts and slogans to use with "ad" in paper or in spaces in all advertisements.
9. Signal "greetings" to mayor from house tops.
10. Use Scout buttons.
11. Secure a number of business men to pledge themselves to sign their mail with a boost for Scouting or use pasters.
12. Have merchants place on their packages pasters about Scouting, also on large pay rolls.
13. Provide articles to appear in the local publications: Sunday School Outlook, Maryland Endeavor, The Methodist, Trolley Topics, Ad Club Bulletin, Municipal Journal, Baltimore Catholic Review, Jewish Times, Southern Methodist, Manufactures Record.

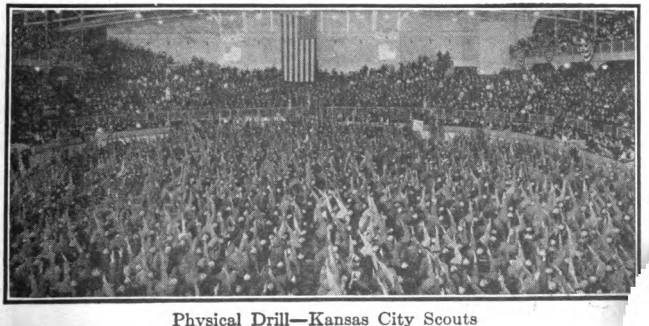
VII COMMITTEE ON EXTENSION

1. Carefully plan so as to permanently interest churches, schools, clubs, in the formation of a Scout Troop of their boys.
2. Plan and announce and enroll for the training course for the newly enlisted Scoutmasters and Assistants; also Training School for Patrol Leaders.
3. Survey places available for organizing troops and present to them the opportunity for service for boys.
4. Make plans for additional enlistment of Scouts, including leadership provision.
5. Make an award to the troop enlisting the most Scouts with leaders.
6. Arrange District Competitions on material objectives.

VIII COMMITTEE ON INVESTITURE

1. Arrange to hold public investiture for all Scouts enlisted and passed their Tenderfoot requirements.
2. Arrange for a public reception to all new Scoutmasters and Assistants and Troop Committeemen.

Present Troop Charters at this time.



Physical Drill—Kansas City Scouts

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CHAPTER XVII

BOY SCOUT CAMPS

By L. L. McDonald, Director Dept. of Camping

I The Scout Executive's Relation to Camping Problems

Camping is one of the most tangible evidences of the need of council organization and is commonly used as a convincing argument at the first presentation to the community of the new council's appeal for funds. The popularity of the camping idea and its publicity value alone would lead every executive to consider carefully his own personal relation to this form of Scout activity. But the intimate and vital part which the Scout camp plays in the life and growth of actual troop work demands that the Executive, even though he be an expert camper, give much attention to the camp as a measure toward efficient Council administration.

The Choice of a Committee on Camping is important.* (See Model Constitution Scoutmasters' Handbook, Page 582.) Its plans and policies affect directly every scout troop and eventually every Scout in a more direct and impressive manner than those of any other standing committee. The combined personnel of the Camping Committee must reflect actual experience in

Organization of leaders
Preparing of work and play programs for boys
The Scout Advancement Program
Sanitation and Health Inspections
Building plans, materials and construction
Camp equipment,—selection, purchase and care of
Transportation
Provisioning; choice, purchase, storage, cooking
Water sports and Life Saving
Wood craft, Nature Study, Forestry Engineering
Business management and accounting

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It is not expected of course, that a specialist will be found on each but the list can be kept in mind in choosing the five or more men best suited to serve on the committee.

An influential spokesman who can present most forcefully to the council, the committee's best advice and recommendations makes a good chairman. It is often difficult to secure prompt council action on committee recommendations especially if they involve expenditure of large sums of money on a subject so little understood as camping. The spokesman for the committee should therefore be chosen with much care.

b. The Executive must cultivate in each member of the committee through interview, correspondence, literature, enthusiasm for sane Scout Camp Methods. "Hobbyists," you are sure to have, but prejudice must be offset by a general knowledge of camping, as interest is created in other important branches of the subject.

The man whose hobby is "roughing it" will profit by the information he gets from the "health and sanitation" expert. The "no paid help" enthusiast will learn by questioning scoutmasters who have reached the limit of independent leadership with their boys and must depend on professional advice, and so on through the list of "Camp must pay its own way" the "all canvas," "all cabin," "military drill," "initiations" and the "Indian Ceremonial" hobbyist each will profit by knowledge that the other man's method sometimes brings success.

c. Assignments of definite tasks to each member for study and report with recommendations is most effective in creating and holding interest. Assignments are usually made by the chairman of the committee after conference with the executive, the latter using all his professional skill to make the best of the opening thus created. Reference to the experience of local scoutmasters can often be used to advantage in working out such assignments and keeping committeemen away from merely theoretic conclusions.

2. Discover local needs. What boys go to camp at all? To what kind of camps? When? If possible

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note the result. Do farmers and owners of camping places complain of "tree hacking," fires, poor discipline? Are your scouts interested in becoming first class? Are Scoutmasters discouraged and attendance at troop meetings irregular? What are general health conditions among Scouts and other boys as well? Are Scouts inclined to be lax on questions of moral conduct—cigarettes, profanity, obscenity?

How can these conditions be improved by a well directed scout camp or a service of short term outings? The Executive must help the Committee to find all this out.

3. Develop a constructive plan or policy which will be approved by the local council and enlist the support of Scouts and troop officials. In order to do this the plan must be!

a. **Far-sighted**—taking into account the future of Scouting two, three, or five years ahead.

b. **Democratic**—or inclusive, providing for time, program and good fellowship, with equal appeal to boys of all ages and all conditions from which Scouts are to be recruited.

c. **Specific**—setting forth plainly what is to be done, the cash outlay, amount of labor and supervision required. Also as nearly as possible what results may be expected.

d. **Business-like**—involving good business methods, economy, accurate records, check on all expenditures and fixed responsibility for operating the camp.

4. The plan then adopted becomes the Executive's authority to proceed along definite lines to create actual camps and enroll boys. He must actually purchase camp equipment, must explain to all Scoutmasters conditions under which it is to be used and create such publicity as will appeal to parents as well as boys to be enrolled. He must secure appointment of leaders, issue their instructions, and receive from them satisfactory reports.

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The Camp Committee is now only an interested onlooker, ready to be called in for consultation, but the case is legally in charge of the executive and his staff, with such volunteer help as he may be able to command.

5. The Camp Director, if employed, is assistant to the Scout Executive, and reports to the council through him and not to the Camping Committee direct. In choosing a camp director, the Executive. naturally seeks the advice and approval of the Camping Committee, but his success or failure in operating the camp is chargeable to the Executive. Camp Committeemen while in attendance at the camp, are in no respect his superior officers unless designated by the Council action or by the Council Executive.

II Fundamental Principles and Characteristics of the Boy Scout Camp

1. Capable adult leadership is required in proportion of one man to every sixteen boys. These leaders if not actual scoutmasters are men considered in every way eligible to receive commissions as such, if desired.

2. Instruction is eagerly sought by all campers. Every scout works to advance his grade while in camp. Little time is given to formal class work and much to individual instruction and practice.

3. Patrol and Troop Organization function even in the largest camps as a means of developing in boys the ability to lead and direct. Team work assignments with a boy responsible for the team's activity, are used in all departments of camp endeavor.

4. Much importance is attached to the boy's ability to do things which help others. In camp, scouts participate in all manner of camp-craft duties to help each to become an all-round camper, able if need be to care for more than themselves because of campcraft training.

5. Teaching useful knowledge through games and team competitions is common to all Scouting. Games which familiarize campers with tree, plants, trail

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signs, the compass, signalling, etc., are used in scout camps everywhere.

6. Class distinctions are never present. The uniform and the prescribed program in which all are equally interested are helps toward this end. "Spending money" is limited to a small daily allowance to teach thrift and prevent conspicuous spending, just for show, by boys of means. There is only one grade of quarters, food, table service; camp rules apply to all including junior and adult officers.

7. Work is an honor and not a disgrace in Scout camps. No work is assigned as punishment. Even the wood detail and kitchen police are possible stepping stones to a profession and not millstones hung around the necks of unwilling workers as a badge of disgrace.

8. There is always a recognized relation between the camp and life or progress of the at home troop after camp. The camp is the means toward an end rather than an end in itself. Troop leaders, troop traditions and where practical troop equipment are used to encourage troop loyalty. Any Scout camp which does not help to make the work of the home troop more productive can hardly be called a success even, though large numbers of boys are enrolled and many examinations given for higher individual grades.

9. Nature study is given much emphasis but is usually taught through games, contests, camp work assignments, amateur museums, nature hikes, etc., instead of the ordinary text book, class room and laboratory methods.

10. Religion has its place, not conspicuous and formal, but none the less genuine. Non-sectarian so far as the camp management is concerned, but for the individual or home group, complying with the chosen faith of the boy's church home. Grace is said at meals. Place is made in the daily time schedule for morning or evening devotions by individuals. Sunday is always observed as a day of worship in which the Scout's "Duty toward God" is given expression.

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11. In no other boys' camps are the fundamentals of American citizenship developed with greater care or more serious purpose. Loyalty to country and expressions of true patriotism are taught through formal respect to the flag, local historical land marks, choice of names for camp trails, introductions of National heroes in song and story at camp fires, in dramatic programs, rallies, and instruction classes.

12. Volunteer adult leadership and volunteer work by boys help greatly to reduce the expense of operating the camp, and invaluable benefit is derived from the spirit of helpfulness and good fellowship which their good example creates. Nothing is more fundamental in all Scouting than volunteer service for others. Nowhere can the spirit of such leadership be more indelibly impressed on the lives of the boys, than in camp.

III Camping Responsibility as Fixed by the National Constitution and By-Laws of The Boy Scouts of America

1. The Troop Committee "shall secure suitable opportunity for the members of the troop to spend one or more weeks in camp with adequate facilities, and supervision." (See By-Laws, Art. XI, Sec. 1, Clause 5, Paragraph 9.)

2. The Institution to which the troop charter is granted, "Such applications (for charter) shall oblige the institutions to provide adequate facilities, supervision and leadership for at least one year, and to make an effort to provide the members of the troop with an opportunity to spend a week or more in a summer camp conducted according to the prescribed standards." (Art. XI, The Troop Charter, Cl.)

3. The Local Council duties ("** to provide adequate budget for the maintenance of the local headquarters, the conduct of a Boy Scout camp, etc." (Art. XI, Sec. 2, Cl. 1.) They shall provide means for securing and training men to serve as Scoutmasters and assistants and endeavor to provide facilities and leadership in order that boys under their jurisdiction may have an opportunity to spend one or more weeks in camp, in accordance with the prescribed standards for scout camps." (Art. XI, Sec. 2, Cl. 10, Para. 4.) Council Committee on Camping provided for in model constitution. (Article XII, Sec. 4, Scoutmasters' Handbook, Page 582.)**

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4. The National Council.
a. Committee on Camping consisting of seven or more members (Art. IV, Sec. 1, Cl. 5.)
******shall serve as advisors to the Executive Board in establishing and maintaining regulations for the conduct of camps of the Boy Scouts of America and shall supervise the work of the Department of Camping." (Art. IV, Sec. 2, Cl. 5.)**

The Department of Camping shall be responsible for the development of plans, programs and literature for the help of chartered troops and local councils in giving boys an opportunity to receive the benefits of camp life under the most favorable conditions and in the most economical and efficient way. It shall define and maintain regulations for the conduct of camps for boy scouts and shall be specifically charged with the supervision of all boy scout camps and enforcing the minimum requirements prescribed for leadership, facilities, program, sanitary arrangements and menu.

IV Ways of Evaluating any Camp for Boys

The Scout Executive because of the prominence of his position in the community is often called upon by parents and friends of boys and by officers of other organizations to give his expert opinion on the value of Scout or non-scout camps which their boys wish to attend. The following outline is presented as a basis for analyzing any camp in terms of values which will be recognized by the four principal factors directly interested, the boy, his parents, the group or institution conducting the camp, the community at large (local and National).

A PROPOSED MEASUREMENT OF CAMP VALUES

An attempt to find a fair standard by which a camp may be tested and measured

by L. L. McDonald in *American Youth*, June 1920

A camp is not a place but a community of people which offers advantages to the individual. The values are intrinsic (practical or market value based on cost) or sentimental, imagined.

With the growing interest in camping, hiking, and outdoor activities for boys, many new camp projects, summer schools, and systems of camping are being developed to the extent, in some sections, of bewildering the conscientious parent. The natural hesitation of parents to enroll boys in a wild woods camp, which takes a boy into unfamiliar conditions and beyond the immediate observation and care of parents, is made even greater by the experience of neighbors whose sons were sent to the wrong camp last year.

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It becomes the responsibility of all leaders of organized educational, social, and welfare work for boys to advise parents wisely; and to give the subject of camping such publicity in the community as to inform even the many parents who would not come for advice until some sad experience had driven them to do so. It is with this responsibility in mind that the following material is submitted as a basis on which parents or boys' work leaders may form proper judgment of any camp for boys.

Types of Camps

The development of camping has brought about many types. In point of time they may be classified as short term over-night, week-end, summer and winter training camps, or permanent—private and school camps, in which boys enroll for a period of from eight to ten weeks. With reference to activities, camps may be anything from a mere recreative playground to a few days of an extended gypsy trip, canoe cruise, fruit harvesting expedition, or an all summer contract with the United States Government for fire patrol under the supervision of forest rangers.

Main Considerations

The main things to be considered are, first, the needs of the boy; second, whether or not the camp will supply the boy's needs adequately; third, whether the benefits offered are within the means of the boy's parents; and fourth, is the camp worth the price.

The camp can be declared a success if it achieves its main objective. Secondary benefits are not to be overlooked, but if the camp does not accomplish the main purpose for which it is operated, it cannot be listed as successful. A camp must be satisfactory from four main points of view in order to reach its real goal of efficiency in the development and training of boys.

1. *From the boy's own point of view*

The camp to be a success must guarantee:

a. Plenty of fun; recreation, games, contests, wit and humor, and something of general hilarity.

b. Good and plentiful eats—plain wholesome food well prepared and served in a manner to satisfy the boy's appetite. A well fed party of campers will be willing to overlook many short-comings and defects along other lines, while hungry boys' appetites will ruin the morale of the best equipped and most carefully selected camp.

c. Thrills and adventure. These must be a part of the camp or the boy is not satisfied that the camp is really genuine; mountain climbing, swimming, boat and canoe trips, life saving and watercraft exhibitions and stunts, guard duty at night, fire fighting or camp fire stunts and programs.

2. *From the parent's point of view*

The camp must provide:

a. Safety, proper adult supervision, good shelter, absence of unnecessary hazards and proper medical supervision, etc.

b. Opportunity for growth and physical development; proper nourishment, exercise, and sleep.

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c. Educational and moral teaching which will in no way lower the ideals which the parent has carefully endeavored to establish and maintain, even though at home the boy may not have lived up to his best opportunities.

d. Social advantages. Every parent desires that his boy be associated with such boys as will be helpful companions.

e. Economy. Most generally the lower-priced camp is most popular with parents, although in many cases the value of the camp is measured by the fees charged and selection is made merely on the basis of probable high standards because of high prices. Even this conclusion is based on the idea of economy in spending more money as a supposed guaranty that the boy will secure greater value.

f. Discipline. No camp can be made to appeal even to the most indulgent parent which allows every boy to do as he pleases and which does not enforce its own rules and regulations. Safety, health, and happiness of all concerned depend on discipline and how it is secured.

From the point of view of a few "so-called" parents, the camp is a success, almost regardless of cost and every other consideration, if it provides a safe place to check a boy as light baggage for the season with reasonable assurance that the boy will be returned to them when called for without undue wear and tear.

3. *From the Director's or institution's point of view*

The camp should be able to:

a. Develop group loyalty, strengthen friendships and leadership of the class, club, or society.

b. Train and develop leaders in their relationship to the group after they return from camp.

c. Train campers in certain technical knowledge of woodcraft, personal health, social, educational, and religious subjects deemed important to the director or institution.

d. Better the physical condition of campers.

e. Give the spiritual growth and inspiration.

f. Provide sufficient financial return to permit the operation of the camp without exhausting the resources of those responsible for its maintenance and operation.

4. *From the point of view of the community at large*, both local and national, the marks of success of a camp are:

a. The development of vocational interest, which helps toward the choosing of a profession or life work.

b. Community pride as expressed in loyalty to the ideals of one's home town or institution.

c. Improvement of personal health and general physical development.

d. More strict observation of the laws of the community and improved general conduct and discipline.

e. Actual work accomplished, fruit harvesting, gardening, forestry development or protection, improvement of trails, bridges, fences, or other construction work.

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f. Patriotic observances and evidence of training in the fundamentals of American citizenship.

Any true valuation of a boys' camp must be a composite of the foregoing points of view. Boys, parents, director, and general public must all have their demands met by the camp before it can be its best and accomplish, for the boys whom it serves, the largest benefit.

In grading camps for boys as Minimum Standard, High Grade, and Superior or Maximum, the minimum standard grade, below which no camp should be countenanced by a reputable leader of boys, includes sufficient merit in *each* of the following essentials to guarantee safety and a certain degree of improvement to the boy as a result of his stay in camp. The high grade camp is in all essentials of the camp appreciably above the minimum standard as relates to benefit to the physical, mental, social, and religious life of each individual. The superior or maximum grade has provided in every department extraordinary advantages and in addition serves to generate the spirit of unselfishness by having campers perform some task which accrues to the advantage of others than themselves and which during the camp, or immediately following, produces for the community at large some concrete and tangible return. The main essentials of the camp to be considered are:

1. Leadership and Personnel

a. What adult leadership is provided, considering education and social training, experience in camp life, knowledge of children, and fundamentals of boy training? What are the ideals as expressed in the personality and conduct of the director and his staff?

b. What boys are to attend—their ages, health, training and social advantages?

c. Visitors. Is the camp operated wholely in the interest of the boys or for the entertainment of parties of visitors?

2. Camp Site

a. Is it desirable, considering location, accessibility, sanitation, and drainage? Has the camp site natural advantages for nature study, water sports, assembly, drills, and games? Is it free from unnecessary hazards, such as dangerous cliffs, streams with swift currents, liability of flood, dangerous dead timber, open mine shafts, poisonous reptiles, poison ivy, poison oak, mosquitoes, or other insect pests?

b. Are there undesirable neighbors or other frequenters whose influence will be harmful to campers?

3. Equipment and Buildings

a. Are they adequate? Is there sufficient shelter to protect boys from severe storm or sudden change of temperature? Are sleeping quarters properly ventilated? Are dishes and cooking utensils of substantial material, such as will permit sanitary preparation and serving of food?

b. Is the camp site over-improved to the extent of destroying the pioneering wild-woods atmosphere of the camp?

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c. Is equipment so arranged that boys can participate intelligently in the operation of the camp, especially in the kitchen, dining room, and sleeping quarters? Are implements provided for camp making, such as rakes, shovels, and axes?

d. Does the equipment include such safety devices as life preservers, boats, fire extinguishers, signal devices, telephone, telegraph, or other means of rapid communication to be used in case of accident?

4. Program

Are the following included in the program:

a. Recognition of the religious life of boys in some form of religious service or observance.

b. Formal physical and disciplinary drill, calisthenics, marching, gymnastics, aquatics.

c. Definite instruction in campcraft designed to teach boys the ways of the woods and develop resourcefulness and self-reliance.

d. Assignment of daily routine work which will develop in each camper some sense of responsibility for the welfare of the camp.

e. Recreation and games, preferably those which have some educational value, but by all means appealing to boys as being full of enjoyment. Water sports should be a definite part of the program where possible, but some camps, especially winter camps, mountain, and industrial camps, can be made very successful without this feature.

f. Patriotic observance in some form of flag ceremony and recognition of such patriotic holidays as come during the season.

g. Regular time for meals, for rising and retiring, with sufficient allowance for rest and sleep.

h. Inspection—personal, tent, and grounds.

i. A regular wash day.

j. Regularly arranged camp fire and stunt programs.

k. Regular time for letter writing, reading, and formal studies.

5. Health and Sanitation

a. Are camps protected against contagion? Are conditions such as definitely to improve health?

b. Does the routine of the camp develop habits which will tend toward continued practice of the laws of personal health?

c. Is the supply of drinking water ample and free from contamination? Has it been analyzed by a credited bacteriologist? Is the water in which boys swim pure? What is its source? Do others than campers bathe in it?

d. Garbage disposal. Is garbage properly incinerated or disposed of by removal in a sanitary way which prevents spoilage and attracting of flies?

e. Are kitchen and dining room properly protected or free from flies and other insects? Is the camp free from mosquitoes? What precautions are taken to avoid them?

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f. Are there proper latrine facilities and rules regarding use and care of same?

6. Food Supply

a. Is the selection and variety of food suitable for growing boys?

b. Are professional cooks employed, and if not, are those responsible for cooking competent? Do boys have a chance to learn anything about the preparation and selection of food?

c. Is proper arrangement made for cooking and serving of food? Are foods handled and kept in a sanitary manner while waiting to be prepared for the table?

7. Business Management

a. Is the camp financially sound and able to make good the advantages advertised for campers?

b. What is the camp reputation regarding prompt payment of bills?

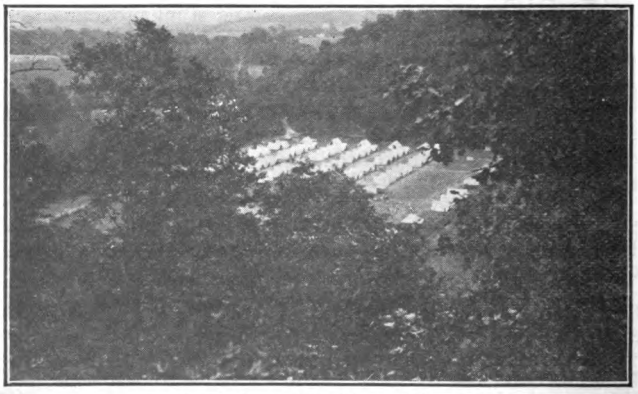
c. Are business arrangements required of applicants equitable and fair to the boys who enroll?

d. Are the business dealings of the camp with the boy businesslike and such as will teach him good business methods?

e. Are boys required to keep within their allowance and practice proper economy?

f. Is the camp worth to the boy the amount charged by the camp organization in fees?

g. Does the camp management guarantee any refund on fees paid in advance? If not, why not?



An Ozark Camp Site, Kansas City, Mo.

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CAMP SCORE EVALUATING THE CAMP— AS OTHERS SEE IT

Name of the Camp.....Date.....

The success of each camp is judged from four angles on the following points:

	Poor	Fair	Good	Excel.	Remarks Explaining checks or suggested way to improve.
1 From the boy's personal point of view:					
a. Genuine fun for all boys					
b. Food, quality and quantity					
c. Thrills and adventures					
2. From the Parent's Point of view:					
a. Safety (Does Camp look safe)?					
b. Physical Growth and development					
c. Educational and moral training					
d. Social advantages to Parents					
e. Economy to Parents					
f. Discipline—obedience, respect					
g. Freedom from worry to parents					
3. From the Camp Organization's or Institution's viewpoint:					
a. Group loyalty					
b. Development of group leadership					
c. Technical training or education					
d. Physical betterment					
e. Spiritual growth and instruction					
f. Financial or Publicity values					
4. From the Community or National viewpoint:					
a. Vocation interest help					
b. Community pride created					
c. Health and Physical education					
d. Discipline, respect for leaders and rules					
e. Industrial work, building, fruit harvesting, gardening, forestry, etc.					
f. Patriotic and good citizenship training and propaganda					

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The estimates indicated above are made at the request of the local Camp Committee and are submitted for their consideration with no obligation on their part to take action for recommendations made except as they meet with the approval of the local council.

Signed.....

Position or Profession.....

Address.....

Use other side for remarks.
(Over)

COMPARATIVE COUNCIL CAMP REPORTS, BOY SCOUTS OF AMERICA, FURNISHED BY DEPARTMENT OF CAMPING

REGION AND STATES		No. of camps	Daily capacity	Average fee	No. troop camps	Average round trip fare	Average number of weeks
Region I.—Maine, Vermont, Rhode Island, New Hampshire, Massachusetts, Connecticut	(1921)	28	1,453	$6.02	38	$1.08	6.3
	(1920)	26		6.48		.96	8.58
Region II.—New York, New Jersey	(1921)	49	4,630	7.01	140	2.32	6.8
	(1920)	43		7.48		1.59	8.46
Region III.—Delaware, Maryland, Pennsylvania, Virginia, District of Columbia	(1921)	36	4,014	5.60	90	1.24	5.7
	(1920)	35		4.96		1.84	5.86
Region IV.—Ohio, West Virginia, Kentucky	(1921)	27	1,789	6.25	5	1.09	5.
	(1920)	27		5.44		2.84	5.4
Region V	(1921)	18	1,817	4.94	17	1.68	3.1
Region VI	(1921)	15	1,189	5.09	64	1.57	3.3
Regions V. and VI. combined—Alabama, Arkansas, Louisiana, Georgia, Mississippi, North Carolina, Tennessee, South Carolina, Florida	(1920)	21		4.74		1.95	4.6
Region VII.—Wisconsin, Illinois, Indiana, Michigan	(1921)	63	4,655	5.43	34	.91	5.6
	(1920)	58		5.59		1.50	5.8
Region VIII.—Colorado, Iowa, Kansas, Missouri, Nebraska, Wyoming	(1921)	24	5,068	4.99	54	1.34	3.2
	(1920)	30		5.48		1.29	3.43
Region IX.—Oklahoma, New Mexico, Texas	(1921)	18	2,497	4.52	8	1.28	3.
	(1920)	15		5.36		2.00	3.1
Region X.—North Dakota, Minnesota, South Dakota	(1921)	5	310	5.60	2	.89	5.7
	(1920)	4		5.66		1.15	9.2
Region XI.—Idaho, Montana, Oregon, Washington	(1921)	18	1,104	5.81	12	1.13	4.7
	(1920)	17		5.62		1.99	3.99
Region XII.—Arizona, Nevada, California, Utah	(1921)	21	2,178	4.19	39	1.09	2.6
	(1920)	15		6.29		3.96	3.83
TOTAL	(1921)	322	30,704	5.45	503	1.30	4.5
	(1920)	291	25,775	5.76	426	1.92	5.66

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POINTS OF EMPHASIS IN EACH CAMP

Court of Honor	184	Games	225
Troop & Patrol Organization	175	Athletics	268
Sea Scouts	46	Emblem & Point System	45
Scoutmasters' School	84	Wireless	115
Patrol Leaders' School	131	Medical Examination	160
Farm Work	24	Swimming	189
Construction	100	Life Saving	193

"Lone Troop" Camps, (Troops under council)—426 Daily capacity of (Approximately) 7968. Usually for 2 weeks. 4 councils not having council camps, report 17 Lone Troop Camps.

This report includes only 291 of 335 First Class Councils having 44 councils yet to hear from. Among these not yet reported are St. Louis and several other large Camping centers, an estimated additional daily capacity of 4000 Scouts or 28,000 for one week each (including Lone Troops under council).

To this must be added all Lone Troops not under council and Second Class Council camps which will number from 600 to 1000 camps for short terms of from one week to four weeks each with a capacity of about 10,000 Scouts or 20,000 Scouts.

This estimated total for all summer camps this year is daily capacity of 48,632 or considering re-enrollment each week for the average term of weeks a total for one week each of 188,677 Scouts and leaders.

SUMMARY OF FIRST CLASS COUNCILS SUMMER CAMP REPORTS OF 136 COUNCILS SUMMER OF 1919

Earliest date of opening June 9th. Shortest period 6 days
Latest date of closing September 8th. Longest period 70 days

CAMP DIRECTORS IN CHARGE

Executives	56	Ass't Dep. Commissioner	1
Assistant Executive	5	Council	1
Field Executive	2	Scoutmasters	12
Executive Secretary	1	Assistant Scoutmasters	2
Chairman Camp Com.	1	Eagle	3
Deputy Commissioner	2	Star	1
Commissioner	6	Professor	1
Field Commissioner	3	Chief Sea Scout	1

Range of salary paid to others than headquarters employees.
Highest $50 per week
Lowest, Board only

QUARTERMASTERS

Executives	7	Scoutmasters	7
Assistant Executive	2	Assistant Scoutmasters	4
Educational Director	1	Eagle	1
Field Scout Executive	1	Scout (student)	6
Deputy Commissioner	4	Scouts	7
Ass't. Dep. Commissioner	2	Army	1
Deputy Field Commissioner	2	None	1

Highest salary paid to others than Executives or Assistants $31.25 per week.

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CHAIRMEN, CAMP COURT OF HONOR

Executives	4	Committeemen	1
Assistant Executive	1	Vice President	2
Commissioner	5	Camp Director	2
Deputy Commissioner	2	Council Men	4
President Local Council	1	Scoutmasters	2
Assistant Scoutmasters	1	Judges	3
Scout	1	Y. M. C. A. Secretary	1
Superintendent of School	1	School Physical Director	1
Editor	1	Minister	1
Doctors	4		

BUGLER

Largest number 4, Usually scouts without pay.

COMMISSARY OFFICERS

Executives	9	Eagle Scout	2
Assistant Executive	1	Life and Star	1
Field Scout Executive	1	Scouts	8
Camp Director	2	Quartermasters	2
District Commissioner	1	Assistant Quartermaster	3
Deputy Commissioner	1	Army Officer	2
Committeemen	1	Salesman	1
Scoutmasters	3	Assistant Cook	1

Highest salary $50 per week.

COOKS

Professional	49	Caterer	1
Quartermaster	1	High School Principal	1
Women	7	Janitor	2
Scoutmasters	3	Detail of scouts	12
Assistant Scoutmasters	2	Commissioner	1

SWIMMING DIRECTOR

Executives	2	Eagle	1
Commissioner	1	Camp Director	3
Sea Scout Portmaster	1	Y. M. C. A. Secretary	1
Scoutmasters	9	Deputy Commissioner	2
Assistant Scoutmasters	7	Older Scouts	11

Highest salary $25.00
(Portmaster $37.50).

OTHERS LISTED AS EXTRA OR SPECIAL OFFICERS

Executives	6	Scout Officials	14
Assistant Executive	3	Committeemen	1
Assistant Director	6	Commissioners	2
Second Assistant Director	1	Ass't. Dep. Commissioner	2
Scoutmasters	23	Camp Committeemen	1
Secretaries	2	Troop Committeeman	1
Assistant Scoutmasters	8	Student	1
Division Leaders	4	Religious Director	3
Junior Officers	1	Principal of High School	1
Eagle	1	Entertainer	1
Scouts	2	Drillmaster	1
Welfaremen	1	Tent Captains	13
Draftsman	1	Athletic Director	1
Woodcraftman	1		

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MILES DISTANT

Farthest 200 miles.

Fifty miles and over	33	Twenty miles and under	55

TRANSPORTATION

Auto	43	Steam Railway	50
Truck	2	Electric Railway	29
Bus	5	Hike	6
Team	1	Motor Boat	1

CAMP SITES

Seashore	2	Sand Hills	1
Mountains	30	Rolling	34
Woodland	27	Plain and woods	6
Island	2	Varied	3

DRINKING WATER

Well	50	Town water works	6
Spring	37	Mountain streams or creek	8
Lake	6		

Greatest distance to water one-half mile.

ANALYSIS OF WATER-by whom

State Board of Health	11	College Professor	1
City Board of Health	24	Student Leader	1
Chemist	7	Not analyzed	?
Bacteriologist	3	State Forestry Department	1
Camp Physician	10	Executive	1

Frequency of analysis "every two weeks" and "not since 1915" (4 years).

BATHING PLACE

River	33	Pool (natural)	4
Lake	52	Canal	1
Salt water	8	Artificial pool	3
Stream	2	None	4

INFLUENCE OF NEIGHBORS

Excellent	4	None	42
Good	37	Negligible	1
Favorable	1	No near neighbors	4
Fair	1	Helpful	4

MAIN DISADVANTAGES OF LOCATION

None	21	Currents	1
Distance	8	Poor swimming	5
Inaccessible	5	Water too deep	1
Too close to road	2	No lease	1
Too close to home	6	No woods	1
Visitors	1	Camp too small	2
Neighbors	4	Fire zone restrictions	2
No ocean swimming	1	Not varied	1
No running water	1	Scenery	1
No pool or boating	1	Rocky Steep	1
Water too cold	2	No campers	1
Drinking water	3	Uneven	3
Lack of level	2	Poor road	2
Mosquitoes	3	Heavy rain	1

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TYPES OF SHELTER

Tents	83	Log Cabin	4
Tents and cabins	7	Ranch House	1
Tents and Mess Hall	1	None	3
Cabins and Shacks	1	Bunk House	1
Farm House	1		

SHELTER OWNERSHIP

Owned by Scout organization	27	Loaned	17
Rented	15	Part Owned	8

SLEEPING ARRANGEMENTS

Cots	47	Bunks	10
Boughs	10	Wood floor	1
Ground	3		

BOATS AND WATER CRAFT

Canoe	11	Raft	1
Skiffs	4	Float	1
Flat bottom	16	Motor Boat	2
Round bottom	2	Dinghy	1
Boats	16	Steel boat	1
Scow motor	1	Launch	1
War Canoe	11	Sloop	1
None	15	Sailing dorrey	1

SAFETY DEVICES

Life Saving

Boats	10	Water wings	1
Buoys	12	Guard	19
Life Preservers	21	Canoe	2
Crew	1	Jackets	2
Rings	8	Life line	3
Restricted beach	2	Float	1
Life drill	1	No appliances	8

Fire

Extinguisher	19	Bucket Brigade	3
Fire drill	6	Creek	1
Water Pails	16	Sand in Pail	1
None	12	Forest Ranger	1
Stand Pipe	1	Hose on pressure	4
Safety Department	1	Barrel	4

First Aid

Kit	68	Hospital nearby	1
Physician	2	Local Drug Store	1
Hospital Tent	11		

System of Serving

Family	56	Cafeteria	46
Both	1	Scout Cooking own	1

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THE IRREDUCIBLE MINIMUM

A yard stick of safety for new leaders

by L. L. McDonald, *National Camp Director*

The following condensed statement of Minimum Standard Requirements for Boy Scout camps is presented by the Department of Camping with the belief that few Scoutmasters will be contented to remain in the Minimum Standard class. It is not an ideal. It is confessedly negative in that respect—but it has this valuable use: The National Council, as chartered by Congress, has accepted the responsibility of establishing and maintaining such standards as will guarantee all boys the necessary safeguards and facilities to make all camps effective in developing a sense of responsibility, resourcefulness and loyalty to the principles set forth in the Scout Oath and Law.

Under these rules no Boy Scout leader may assume the responsibility for taking boys into camp without having on record with the local troop committee or Council authorities a full and complete statement of the plans and purposes of the camp, which in the event of accident, unfriendly criticism or interference will stand as evidence in court, if need be, in defense of his motives and forethought in behalf of the welfare of boys entrusted to his care.

1. *Leadership:*
   a. A competent adult leader (registered on troop application blank) in charge with full power to enforce discipline.
   b. Additional adult leadership in proportion of at least one man to every 16 boys in camp.
   c. Boys with sufficient strength and knowledge of Scouting to serve as patrol leaders, and for all positions of leadership and responsibility as far as they are able to bear it.
   d. A system of organization and discipline which will insure safety, efficiency, and economy, with emphasis on self-discipline.
2. *Camp Site:*
   a. A place so situated so as to give proper privacy, sense of independence, and freedom from outside influences.
   b. So located as to make the cost of transportation not above 20% of the total cost to each camper.
   c. Plants, trees, and animal life serviceable for Scouting instruction and practice.
   d. Water supply ample and not contaminated, and natural camp drainage.
   e. Absence of unusual and unnecessary hazards—dangerous whirl-pools, swift streams, open mine shafts, cliffs, reptiles, cattle, poison ivy, flies, mosquitoes, and high water.
3. *Equipment:*
   a. Tentage or housing, for sleeping quarters, allowing for each person not less than 18 square feet of floor space and free circulation of fresh air at all times—from outdoors.
   b. A place outside of sleeping tents for preparing and serving meals.

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c. See Catalog Scouting for equipment for a Scout Summer Camp. Special lists of equipment for Red River or Pioneer Cart, Back Pack, Horse Pack, Canoe, Sea Scout, Auto or Bicycle trips, will be furnished on request.

d. First aid and Life Saving Equipment.

4. *Program:* (A daily routine program including the following):

a. Regular time for early rising, meals, and retiring.

b. Time for swimming and water sports.

c. Scoutcraft instruction.

d. Health and sanitary inspection.

e. Calisthenics, and pasture drills, and games.

f. Patriotic and religious ceremonies.

g. Free time.

h. General routine (work).

i. Camp fires and fun.

5. *Health and Sanitation:*

a. A certificate of health showing condition of heart and lungs, and statement as to general health must be presented by each camper.

b. Individual health inspection at least once each week by a regular licensed physician to detect any symptoms of communicable disease.

c. Grounds must be carefully drained.

d. Every reasonable precaution must be taken to prevent and exclude flies and mosquitoes.

e. A sanitary latrine which is fly proof in so far as possible contact of flies with excretia is concerned. The seating capacity should be not less than one unit for each sixteen boys in camp.

f. All garbage and slops must be disposed of by incineration, or removal from camp. Cans for collecting garbage must be fly tight, and must be kept covered with fly tight lids, and sterilized with boiling water or treated chemically daily.

g. Particular care must be given to clean and sanitary condition of kitchen, store room, dining room, tables and dishes.

h. Cleanliness of person and clothing must be taught and practised.

6. *Food Supply and Commissary:*

a. Ample supply of plain wholesome food, not less than 3000 calories daily per boy.

b. Cooking, which makes food wholesome and appetizing and at the same time not extravagant or wasteful.

c. A system of serving which guarantees equal and economical portions to each.

7. *Business and Records:*

a. Parents' written consent is required.

b. A careful and impartial record of all receipts and expenditures, food received and served, the number served at each meal, the amount and description of equipment and to whom issued.

c. A record shall also be kept showing general activities and progress in camping and scout advancement.

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d. A copy of these records and reports will be submitted to the troop committee and a copy sent to National Headquarters.

e. Roll call as definite check-up—twice daily.

Desirable but Not Required Objectives

Here are points of worth in the making of scout camps. These are not requirements; they are ideals. They are factors in good camp work by which you can determine whether your camp has gone on to a self realized "second class rating" or far on, to a consciousness of "first class" work.

1. *Leadership, organization and enrollment:*

a. The camp in charge of a camp director, who has been a commissioned officer of the Boy Scouts of America for at least one year, with at least two months' experience as Director of a boys' camp, to be assisted by adult officials in proportion of not less than one adult to sixteen boys. The organized camp staff of junior officers accepting definite responsibility as head or associate directors of five main departments of camp—(Quartermaster, Commissary, Recreation, Court of Honor, Health and Sanitation).

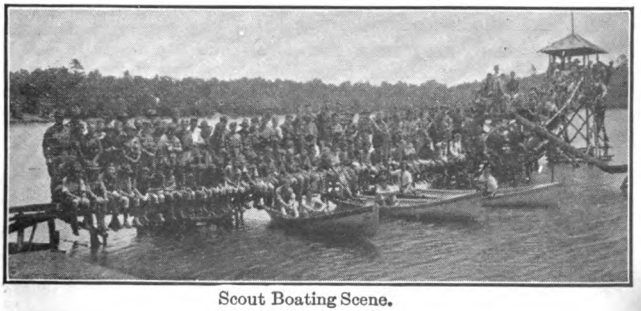
b. Camp enrollment consisting of not less than 80% of Scout membership in troops or council jurisdiction represented in camp, 75% of those actually enrolled in camp to be accompanied by Scoutmaster or other adult official connected with local troop from which boys come.

c. A life guard with an expert swimmer over twenty-one as instructor or organized to comply with the requirements of the Sea Scout Manual and achieve at least the degree of Schooner Class before the close of the camp.

2. *Camp site and improvements:*

a. Scout organization to own permanent camp site or to execute a formal lease for a period of not less than from three to five years to insure permanence and justify permanent improvements.

b. Improvements to camp site added during the current year will involve one or more hours of labor per day for each Scout in camp, or an investment from fees paid by boys of money



Scout Boating Scene.

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which they have earned amounting to not less than $2.00 per boy.

c. The Camp site to be used for a period of at least five days when Scouts are not in camp for other campers under the direction of Scout leadership, who would otherwise not have the opportunity of camping out, enrollment in such a camp to be at least 50% of the capacity for daily enrollment of Scouts.

d. Clear and mark a trail to some point of interest, build a rustic bridge of native material, at least twenty feet in length after a design approved by practical builder, or improve a trail or roadway as directed by property owner or local road commissioner, this work to be done beyond the limit of the camp, and for the principal benefit of others than Scouts in camp, and require an aggregate of not less than one hundred hours of actual labor to be done by Scouts without remuneration.

3. *Equipment and buildings:*

a. Have at least one permanent building with floor space of not less than 10 x 24 feet built by Scouts according to a plan approved by a recognized architect or civil engineer, 90% of actual work done by Scout labor without pay.

b. Permanent tentage and movable camp equipment owned by Scout organization to the amount of $5.00 or more per boy purchased from funds provided by boys themselves by other than public subscriptions.

c. Make while in camp, tents, teppees, or other portable shelter to be used on hikes and short term camps to provide suitable shelter for twenty or more boys.

d. Construct a life raft or float and equip same with life preservers, the floats to have a capacity of twenty or more boys at one time.

e. Each patrol in camp to be provided with one or more first aid kits, including material both for practice and for emergency in first aid work.

f. Fire fighting tools and equipment for use in forest fire burning building, etc., to be used during the camp for actual camp emergency or outside of the camp limits for the benefit of others not connected with the camp. In preparation for work regular fire drill at least twice a week to be practised by an organized group in camp.

4. *Program of activities and Scoutcraft advancement:*

a. The daily program to include at least two hours of formal instruction, which prepares boys for advancing their grades in Scouting or passing merit badge examination, formal provision made to allow boys to complete their examinations for first class or for merit badges while in camp.

b. One or more hours daily to be given to the practice of campcraft methods which design to make all Scouts in camp proficient in camp sanitation, tent pitching, camp cooking, use of knife and axe, fire building, etc.

c. In addition to the daily routine of camp, prepare all campers to participate in the dramatization of some feature of local history to be given for the benefit of those living in a neigh-

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boring village or the home community of Scout campers, no admission being charged except as entire receipts for admission charged are to be given for some philanthropic or charitable enterprise.

5. *Health and sanitation with the boys:*

a. A complete record of the weight, physical measurements, and general health of all boys and adult campers at the time of arrival in camp, two weeks later, and at time of leaving camp.

b. Have resident in camp, for the entire period, a camp physician, who will give daily instruction in bandaging, first aid, health, and sanitation, and who will make daily sanitary inspection of quarters and food supplies, and who will give a written report of same to the Camp Director.

c. Freedom from mosquitoes, flies, and other insect pests where such work can be accomplished by care or activity of Scouts in camp.

d. Distribute in the vicinity of the camp to farmers or residents of some village printed circulars on health, sanitation, and first aid, and give a demonstration attended by twenty or more neighbors living in the vicinity.

6. *Food and commissary:*

a. Estimate in advance of camp within 5% of amount of food required for the entire camp season. Limit the quantity of candies, and other luxuries to not exceed 10c. per day.

b. Produce either at home or on a plot of ground near the camp $10.00 worth of food used by the camp commissary, all work of production and harvesting to be done by Scouts.

c. Keep a complete daily record of amount of food issued to cooks, the number of meals served, the quantity of food left off in serving, and the actual cost per day, with suggestion for improvement based on each day's experience.

d. Prepare while in camp for use in the camp commissary a whole sheep or pig as a means of instructing boys in methods of preparing meat, selection of different cuts, etc., keeping record of the weight of the animal before and after dressing, the cost of the animal on foot, and the cost of the dressed meat at local market prices. At least one meal per day or all meals for two full days to be prepared for the whole camp by an organized group.

7 *Business management:*

a. Present a financial report showing record of all business transactions including forms of contract with the employees, owners of property purchased, from whom equipment is rented, form of application and receipt issued to campers, vouchers used in payment of bills and other blank forms or reports, as evidence of good business management.

b. Make up all records, forms, and financial statements for troop committee, parent institution (church or school where troop has its headquarters) and send copy to Department of Camping for record and comparison.

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DEPARTMENT OF CAMPING
BOY SCOUTS OF AMERICA

THE CAMP LEADERS' FIVE-FOOT BOOK SHELF
RECOMMENDED FOR BOY SCOUT CAMP

Approved by F. K. Mathews,
Chief Librarian

CAMPING AND WOODCRAFT

**Camping and Woodcraft (2 vols.)	Horace Kephart	Macmillan
Campcraft	W. H. Miller	Scribner
*Camping for Boys	H. W. Gibson	Association Press
The Boy's Camp Book	Ed. Cave	Doubleday, Page & Co.
Wilderness Homes	O. Kemp	Macmillan
*Scoutmasters' Handbook	Boy Scouts of America	
*Handbook for Boys	Boy Scouts of America	
Shelters, Shacks & Shanties	Daniel C. Board	
Packing & Portaging	Dillon Wallace	Macmillan
Winter Camping	U. S. Carpenter	Macmillan
Going Afoot	B. H. Christy	Association Press
Log Cabins & How to Build Them	Wm. S. Wicks	Forest & Stream Pub. Co.

CAMP COOKERY

Camping & Camp Cooking	F. A. Bates	Ball Pub. Co.
Manual of Army Bakers		Military Pub. Co.
*Army Cooks Manual	Doc. 564	War Department

A Scout Cabin in Michigan

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ENTERTAINMENT

Indian Scout Talks	Chas. A. Eastman	Little, Brown & Co.
*The Boy Scouts Book of Stories	F. K. Mathiews, Ed.	D. Appleton & Co.
*Camp & Outing Activities	Cheley—Baker	Association Press
Poems of Action	Porter	Association Press
Adventures of a Nature Guide	Enos. A. Mills	Doubleday, Page & Co.
Camp-Fire Verse	Haynes & Harrison	Duffield

NATURE STUDY

Our Insect Friends & Foes	Belle S. Cragin	Putnam
Birdcraft	Mabel Osgood Wright	Macmillan
How to know the Wild Fruits	M. G. Peterson	Macmillan
Our Native Trees	H. Keeler	Scribner
Our Northern Shrubs	H. Keeler	Scribner
Trees in Winter	Blakeslee & Jarvis	Macmillan
Elements of Geology	Blackwelder & Barrows	American Book Co.
Rocks and Minerals	H. W. Fairbanks	Educational Pub. Co.
The Book of the Stars	A. F. Collins	D. Appleton & Co.
A Guide to the Wild Flowers	Alice Lounsberry	F. A. Stokes' Co.
How to know the Ferns	F. T. Parsons	Scribner
Nature Study & Life	Hodge	Ginn & Co.
Elements of Forestry	Moon & Brown	Wiley & Sons
Tracks & Tracing	Josef Brunner	Macmillan
Garden Steps	Ernest Cobb	Silver, Burdette & Co.
Summer	D. L. Sharp	Houghton Mifflin Co.

PHYSICAL TRAINING & FIRST AID

*First Aid for Boys	Cole & Ernst	Appleton & Co.
Exercise & Health	Dr. Woods Hutchinson	Macmillan
Backwoods Surgery & Med.	Chas. S. Moody, M. D.	Macmillan
Games	J. H. Bancroft	Macmillan
Infantry Drill Regulations		Appleton & Co.
*At Home in the Water	G. H. Corsan	Association Press
Leadership & Military Training	L. C. Andrews	Lippincott Co.
325 Group Contests	William J. Cormie	Macmillan

MISCELLANEOUS

*Bible or Prayer Book		
Dictionary		
Military Sketching & Map Reading	John B. Barnes	Va Nostrand Co.
Outdoor Photography	Julian A. Dimock	Macmillan
The Book of Wireless	F. A. Collins	Appleton
*Merit Badge Pamphlets for Boy Scouts		Boy Scouts of America
*Boy Scouts Song Book		"
Handbook for Scoutmasters	H. W. Hurt, Ed.	"

*Camp Directors' Dozen.

This list has been compiled by the Library and Camping Departments. It is offered with the suggestion that additions or substitutions be made to suit local requirements.

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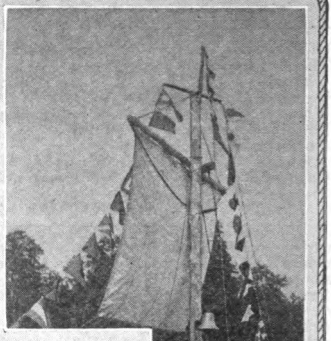

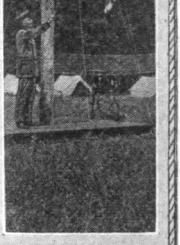

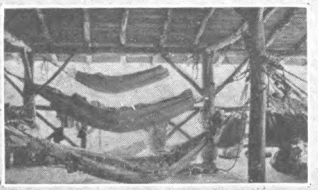

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CHAPTER XVIII

THE SCOUT EXECUTIVE AND SEASCOUTING

by James A. Wilder—Chief Sea Scout

A. The Objective. TO EXTEND THE SCOUT MOVEMENT.

1. The executive or squadron pilot is in exact relation to seascouts as he is to shore scouts, for Seascouting is an integral part of Scouting.

Pilots are expected therefore to urge the naming of "ships" (registering of seascouts) as a means of extending the Scout Movement in the United States among boys and men.

The Course. HOW FOLLOWED.

By an appeal for adult leadership in the tried and true course to good citizenship—Scouting—of which Seascouting is the official graduate course. The appeals for both men and boys are several:

(a) An appeal to the watercraft instinct. Undoubtedly woodcraft is the best bait in the scout program—but there are rivers to cross, lakes to navigate, and watermanship, seacraft, boatmanship, seamanhood,—are acquired on water and in the big outdoors holding the same charm for a certain type of man and boy as woods and campcraft have ever held for their devotees, the "woodsies."

(b) The appeal through new and more dangerful experiences in boats—under oars and under sail. The seaman is a woodsman fully prepared. To be prepared on sea as well as land as a part of a man's education, this calls men of the seagoing blood.

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(c) The appeal of a new series of handicrafts and of special knowledge acquired only by actual practice with small boats, and then after many trials, practical application of the old adage "Through failure to success"—

"To take arms against a sea of troubles, and by opposing, end them."

(d) The appeal of a new and quite original program of a progressive "ship" or group promotion, including a novel assignment of duties, new badges, new flags and a fresh start all round for boys over fifteen. Our scout statistics show that not over three or four years of land scouting are had by the average scout and any program that attracts or holds on to the interest of the older boy is now greatly needed and Seascouting may claim to have these by actual experiences in the field. The only plea is that it works!

(e) All the old appeals that Scouting has developed —spirit of service, adventure, love of country, character development are to be found in Seascouting, adding a larger measure of fraternity and social amenities. The older boy wants these.

B. National Need

(a) The country wants seascouts because they are brought into sympathy with the life of the sailorman. Our greatest national urge today, is towards the sea. We can find peace and plenty by way of ships and trade in far oceans, and we must teach love of the sea among boys, to bring this about. Moreover, in Seascouting we have time to teach with seamanship a noble code, the Scout Oath and Law—and can actually **measure** growth in physical fitness, mental alertness and best of all, morale—for any man or boy who succeeds in Seascouting has fought a good fight and is well on his way to a splendid manhood. He will be, if a true seascout in the SHIP class, a man well started.

So this is the executive's **first duty—to know what Seascouting stands for,** what it offers, and to believe in it. His next is to **push** it, for all he is worth.

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THE LOCAL COUNCIL AND SEASCOUTING

All in the Same Boat

Since Seascouting is but a part of Scouting the local council has the same functions toward it as it has for shore Scouting.

The local council is the power behind our sea program and they must be quite sold to it, its place in Scouting and its successful functioning in their areas.

The added danger of navigation in small boats and the consequently more exacting requirements make enlightened supervision a prime factor for the lasting success of Seascouting in any area. Neglect and ignorance of the program will surely hold it back. Sympathy and study of it should make it work and extend it.

The Seascout Shipping Board

The committee given the work of looking after the seascout program is called the shipping board. It functions precisely as would a committee on Camping or Training. It is an integral part of the local council and follows the Constitution. When this is understood, everything is simple and easy.

The Chairman

The chairman of this committee is often a man of sea-experience, a retired shipmaster, say, with a broad view of seamanship in general. The executive officer, the portmaster, is a deputy commissioner or assistant executive. It may happen that neither has any great amount of sea-experience, in which case they must get advice from any source available. As the shipping board and portmaster's co-operation with the local council are necessary for good Seascouting, they should be allowed all seamanship decisions—and within our plan, all kinds of leeway.

Plans for training schools for "skippers" or seascout "bases" for annual training of seascouts, and so on, are carried out by the shipping board.

This board sees that every available boy in their area knows what Seascouting offers. With the seascout program they approach parents, shipping firms,

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institutions, yacht clubs, churches, schools endeavoring to make the plan serviceable to big boyhood.

They present the plan to old scoutmasters who need a fresh start and try to interest new blood. They come to know, in their areas, such good men as can be asked into "ship's" meetings as sea tutors, until such time as our officers know enough to work "on their own."

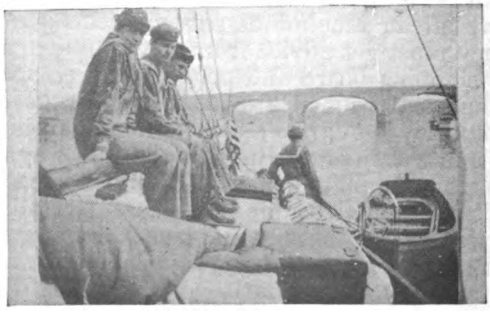
They must also plan for meeting rooms, wharfage, boatyards and cover; equipment; squadron activities, such as one "flotilla" drill a year—(for the fun of it)—They must look about for a "ship" museum too—a place where seascouts can find, see and examine rope work, models, charts, "ship" furniture of all sorts—pictures and most important—an 1½ inch to the foot model of the seascout drill mast, made by some seascout "ship" for the benefit of all. "Nautical walks" along the wharves—visits to shipyards, navy yards, yacht building yards have been very successful in stirring up the sea ardor of boys of seascout age.

The local council could further develop contacts with shipping firms so as to encourage qualified seascouts of the upper grades to spend vacations on coasters as a finishing school.

Seascout appropriations have usually been 20% of the main budget.

Portmasters when receiving a salary are assistant executives, when volunteers, deputy commissioners.

(See the Seascout Manual for details p. 18).



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Seascout Problems. Portmasters and skippers.

These have been so far mostly problems of leadership; where to find the right sort of portmaster, and how much to expect of him. The portmaster, in turn, is hard put to it to find suitable skippers. In this work the whole community must lend a hand. Honest public opinion, appreciation, backing, is all that is needed to procure these leaders.

Problems have arisen as to the proper boat for a locality and the "style" of seamanship (river pilotage, open sea work, lake, shore, etc.). They may be settled locally, though the National Office will gladly advise.

Some local councils have been tempted to soften our regulations, to make it easier for the boy to take to water. They do this at their own risk. Other councils have made safety first regulations even more drastic than ours. For instance "that all seascouts shall pass an 85% quiz and written exam, besides a practical demonstration showing 99% efficiency in boat handling (according to grade) before promotion" is more stringent than the National Council's sailing rules.

There are problems of maritime law and custom, which are settled in the usual manner, i. e., by asking in someone **who knows.** Wharfage laws, and costs, harbor dues, towing contracts, housing agreements must be fairly understood by the local seascout shipping board. A loosely worded towage contract made by the over trustful C. S. cost the seascout cruise "Curlew" $300.00! So look out!

"Ship" rooms are a distinct trouble for shipping boards. Room enough, cheap enough, near enough—No place is really quite shipshape without its carpenter's bench, sail locker, bosn's locker, storeroom, main deck, flag hoists and galley. A "ship's" library and pictures of the sea heroes is bound to build deck-morale. We are trying for this, remember.

Boats

The Bureau of Construction and Repair, under General Order No. 18, Feb. 27, 1913, will loan condemned boats to the use of bona fide B. S. A.

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"SCHOONERS" or second-year men ("SLOOPS" do not rate a boat) provided the request is signed by the Chief Seascout. Freight is at the expense of the local B. S. A. "ship." The boat equipment consists of two painters, two boat hooks, set of oars, oarlocks, and tillers, and one coat of paint, usually grey. On delivery these boats are painted "blue and tan" or khaki with blue trimmings. This identifies a seascout flotilla.

Fine Points of the Seascout Plan

The community represented by the local council and executive, the seascout shipping board, chairman and portmaster are the foundations on which rests this program.

Seascout shipping boards (a committee of the local council) work out a sea policy and the portmaster carries on—executes these policies.

The portmaster should often, in a large area, institute a skippers' school, for skippers and mates. This is organized according to local requirements, and would follow the usual method of **learning by doing.** It is suggested that the school be organized as a B. S. A. "ship" of the Sloop class, and push up a grade every three meetings. This superficial training can be fortified (intensified) by extra work on the part of the skipper in the subjects most needed by him. Seamanship is common sense mostly,—simple, when you know it—and baffling, even terrifying, when you don't.

In Seascouting the patrol system is intensified, and in the billet system immensely emphasized.

Should a boat be cut off from the shore (in fancy, or in fact) the crew is organized not only to propel and manage her, as a pulling and sailing team, but they are fully organized to meet the human needs of the group. In this boat each man plies his own particular hobby, plays his part, for the benefit of the boat's crew, and so, for the "ship's" company. (Many units make a people, many peoples the world.) This re-

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calls the rhyme "The butcher, the baker, the candlestickmaker." Every needful profession is found in a boat—four are found in each full "ship of the line." Each boy is leader in his department, the coxswain is a director over all departments, the skipper is the chief executive, working out the program under general directions of the shipping board and portmaster. And so on up to the Executive Board and the National Council.

This arrangement has proved most acceptable to men and boys alike both in 1919 and 1920. Once the billet system is adopted and worked (it never appeals full strength until tried in the balance of actual practice) it is never, has never been abandoned.

The young leader begins to lead—and each man in the boat begins to lead his department—at the first meeting of the "ship." The motto is "This is up to me," and does away with **bossing.** The full "ships" have four of a kind and these artisans learn to work for the "ship," first, as regular sailormen, secondly, as billet men—not from without, by driving, but from **within,** for the fun and love of it. This is no longer experimental. It works!

Expenses at first are no more than for a scout troop. At the "schooner" $50 per year, at the "Bark" $100—at the "Ship" $200 would cover outside expenditures.

The finest point of all with the boy is in exercising strict justice tempered by mercy. The seascout must make good or drop it. Seascouting is man's work, like real life, and as such must be played earnestly and according to the rules of the game, if its fine values of manly habits are acquired.

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PIONEERS

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CHAPTER XIX

THE PIONEER DIVISION

For Boys in Sparsely Settled Districts

by W. A. Perry, Formerly Chief Pioneer Scout

Within the boundaries of many local councils—especially county councils—live boys who cannot join troops. Usually the reason is the scarcity of boys of scout age in the neighborhood. Such boys may become Scouts by joining the Pioneer Division.

The Pioneer Scout is not related to any troop. As a candidate he prepares for his tenderfoot tests by using the Pioneer Information Bulletin. When ready to take the tests he secures a Local Examiner. Preferably this examiner is a man—a school principal, teacher or superintendent; a pastor; or the leader of an Agricultural Boys' Club. But many women are serving acceptably. Among these are school teachers, Sabbath school teachers, and rural welfare workers.

Sometimes a candidate presents evidence that he lives on an isolated farm or ranch and cannot secure an adult examiner outside his own family. In such a case a parent or some other relative may be accepted as an examiner temporarily, in order that the boy may become a Scout, but reports of tests are scrutinized closely and the scout is urged to secure at the earliest possible moment an examiner who is not a relative.

As isolated boys frequently lack opportunities for earning money, the Pioneer Scouts are supplied with "Scout Helps" free of charge to encourage progress. The leaflet on the second class tests goes forward as soon as the scout registers. When the local examiner

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certifies that the scout has passed his second class tests, a copy of the leaflet on the first class tests is sent with the letter of acknowledgment.

The work of the Pioneer Scouts is supervised by the National Council through correspondence. But a Pioneer Scout under a local council should have assistance from its officials. Each local council which has sparsely settled districts under its jurisdiction should appoint an assistant executive or a deputy commissioner to deal with the problem.

This official should be a man who is already in touch with the isolated districts. The local council will be fortunate if it can secure for this work a county leader of the Boys' Club organized through the cooperation of national and state departments of agriculture and the agricultural colleges. County Agricultural Agents are good leadership material also, though their work with adult farmers sometimes prevents their interesting themselves in the boy problem.

The securing of a real rural leader to supervise the Pioneer Scouts accomplishes two purposes:

1. It gives the boys a leader who understands their needs and inspires their confidence and

2. It establishes a relationship between the scout organizations and the rural organizations which enables them to cooperate effectively.

The Red Cross, Anti-Tuberculosis Society, County Y. M. C. A. and other rural welfare agencies have workers who gladly cooperate with the scout organization.

Work with isolated boys has a significance much broader than generally is recognized. The numbers reached are always small in proportion to the expense and effort involved, therefore this field receives little attention. At the 1920 conference of the American Country Life Association the fact was brought out that no comprehensive study of our isolated inhabitants ever has been made and that rural organization seldom if ever extends beyond the rural centers of population and the territory near them.

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The neglect to make the farm boy's life more interesting has resulted in an apparently irresistible flow to the city. The present Agricultural situation is far more serious than the city dweller realizes, in spite of his protests against the high prices of farm products. The percentage of farmers in our country has dropped from over 60 to less than 30 in the last few decades and the rate of flow to the city is higher now than ever before. Experts predict famine conditions within ten years unless some force now unknown operates to keep the farmers on the farms.

In spite of these conditions, governmental and welfare budgets for work among rural people are the last to be expanded and the first to be out. Apparently leaders are more interested in financing work for boys in congested districts, suffering from under-nourishment and lack of fresh air, than in promoting work for farm boys which will prevent over-crowding and its results.

Pioneer Scouts can be given one piece of service to perform which is interesting and well adapted to their conditions. This is the securing and distribution of weather reports and other information sent out by U. S. Navy wireless stations. Boy Scout and other amateur stations receive this information daily. Local councils are expected to maintain receiving stations of their own, or connection with other stations, in order to serve their territory. The Pioneer Scout should be urged to secure the news by telephone or mail and post it at creameries and other places which farmers visit daily. The value of this service hardly can be appreciated by the city man who receives his daily paper before breakfast. To the rural dweller the fact of wireless communication with the outside world means an immediate raising of standards and a loss of the feeling of isolation.

Pioneer Scouts should be invited to attend camps, rallies and other gatherings. They might reciprocate by inviting troops to hike to the farm to fish or gather apples or nuts. The fact that city scouts were interested in visiting his farm would give it a new value in

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the mind of the Pioneer Scout. Whenever opportunity offers Pioneer Scouts should be invited to display at city exhibitions the results of their scout work and the project work which they do as members of the Farm Boys' Clubs. Such project work, so far as it applies, should be credited toward scout tests.

At state and county fairs local councils should have exhibitions and literature for interesting rural boys and rural leaders in Scouting..

A State Director of Farm Boys' Clubs suggested that rural organizations be invited to elect boys to become Pioneer Scouts, secure the U. S. Navy and Boy Scout wireless service for their districts, and render such other scout service as might be needed.

Pioneer Scouts should be the forerunners of troops in territory where troop organization is possible. Many troops have been saved through the registration of a few of the best members as Pioneer Scouts during periods of troop inactivity. Always, in local council territory and elsewhere, the question of Associate Membership in a troop should be considered in connection with each Pioneer application. In most cases if it is possible for him to attend a meeting once a month or oftener.

Some confusion has been caused by the publication of a "Handbook for Pioneers" by the Y. M. C. A. This book contains "A Program of Christian Citizenship Training for Boys Twelve to Fourteen Years of Age," which includes some Scouting activities. The term "Pioneers" was not used by the Y. M. C. A. in connection with a section of its membership until about two years after the organization of the Pioneer Division of the Boy Scouts of America. There is no organic connection between the two, but cordial cooperation should be established.

Local Councils, whether they have Pioneer Division material in their territory or not, can help farm boys by cultivating local, state and national leaders of agricultural movements. Such a leader, if invited to serve on a local council, soon will want to extend the benefits of Scouting to rural boys.

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CHAPTER XX

THE VETERAN SCOUT ASSOCIATION

by F. Executive C. A. Edson,
Hyde Park-Woodlawn Dist.—Chicago

As scouting is primarily a matter of character development and as character development, being a matter of habit formation, requires time, time is an essential element in the full fruition of the scout training. In other words no matter how many tests a boy may pass, he has not had an opportunity to get the full benefit of scouting unless he has been in it for a long time—a period of several years. On the other hand, no boy has been in scouting for a considerable period can be considered as getting the real benefits of scout training unless he has shown sufficient interest in the scout program to make consistent progress through the various ranks. Every fully trained scout should therefore be at least First Class.

When a scout has had this all around training, being thoroughly grounded in the scout work, and well developed, through long continued service in the scout movement, it is but fitting that some suitable recognition of that fact be made. This is provided for through the establishment of the VETERAN SCOUT ASSOCIATION.

There are three conditions of membership in this Association.

(1) That the scout be at least a First Class Scout.

(2) That he have had a total of at least five years service (not necessarily continuous).

(3) That he agrees:

(a) To live up to his scout obligation,

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(b) To keep local scout authorities in the community in which he lives informed as to his availability for service to the community in case of emergency, and

(c) To take an active part in the promotion of the cause of Scouting as the circumstances and conditions in his case permit.

Just as scouts organized into troops can do more effective work than as isolated individuals, so Veteran Scouts, when organized consciously into a Veteran Scout Association can do effective work.

In some cities the members of the Veteran Scout Association have been organized into "troops," either tentative or official, and based upon the third requirement for membership in the Association, have been given advanced instruction and leadership training, and have then been used as instructors, etc., in their own and other troops.

A very effective organization of Veteran Scouts, however, is that in Philadelphia which is described elsewhere.

Registration as a Veteran Scout, at a cost of $1.00 entails life membership in the Veteran Scout Association and entitles one to a Veteran Scout pin free. It also, of course, entitles one to wear the embroidered Veteran Scout badge on his uniform.

The Veteran Scout Association not only organizes the older boy, but it is also a means of extending to those scout officials of a total of five years' service a well merited recognition of their long and faithful service to boyhood. This is a bit of recognition which most men would highly prize. It would be well for all Scout Executives to keep a record of the length of service of all their local council members and other scout officials, and say once a year, see to it that all who were eligible became members of the Veteran Scout Association.

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This registration of scout officials jointly with the older boys as members of the same association gives an opportunity for very helpful contact between these boys and those men whose experience is richest in scouting, and thus serves to make the influence of scouting upon these boys most effective.

One good measure of the effectiveness of a troop or local council is its ability to retain scouts and officials from year to year. A low turnover indicates high efficiency. Registration in the Veteran Scout Association of all those eligible visualizes low turnover.

Indications are that approximately 10% of the total scout registration—counting local council members, troop committee members and other scout officials, as well as scouts—are eligible for membership in the Veteran Scout Association and thus have served for at least five years. This would give approximately 50,000 of the present membership of scouting as being eligible. If an approximation of that number were actually registered as members of the Veteran Scout Association it would be a splendid thing for the movement.

The registration of members in this Association, and the activities of the Association offer splendid opportunities for very helpful publicity.

Not only should the public, through proper publicity be made aware of the fact that thousands of men and of boys each year take up volunteer service in scouting, and find it sufficiently worth while to continue so to serve year after year, but the scout organization itself should be made aware of this fact. It will serve to encourage the new scoutmaster to see that these others have won out despite all difficulties and discouragements, and it will raise the morale of the entire organization.

Again a large Veteran Scout registration, and organized Veteran Scout activities, gives to the Association a prestige with the younger scouts which makes it a real incentive to stay in scouting in order to become eligible to join.

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To sum up, the registering as members of the Veteran Scout Association of all those eligible.

(a) Gives deserved recognition to man and boy.

(b) Helps to solve the older boy problem and thus to reduce scout turnover.

(c) Otherwise strengthens the effectiveness of the organization.

(d) Increases the prestige of Scouting in the community.

It is therefore both the privilege and the duty of every scout official to—REGISTER THE VETERAN.

The possibilities of scouting are far from exhausted when a boy or man has been in the movement for five years. "ONCE A SCOUT ALWAYS A SCOUT" is more than a slogan. As scouting enters its second decade there comes a rapidly growing body of men who have been in the movement for full ten years, either as officials, or first as scouts and then as officials. These are the pioneers, the men who builded scouting, doubly Veteran Scouts. All honor to them. No man should be permitted to have served these ten years without being suitably recognized through his registration as a ten year Veteran. All who so register are presented with the new ten year service pin.

Ten year registration, and the ten year service pin cost but $2.00. All men so registering who are not already members of the Veteran Scout Association are enrolled in it without additional expense. However, if the Veteran Scout (five year service) pin and certificate are desired, they must be purchased separately (cost $1.00).

To answer any questions which may arise regarding eligibility for ten year registration a statement of policy in question and answer form is given below. The same principles apply for eligibility to membership in the Veteran Scout Association after five years' service.

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POLICIES REGARDING CREDIT FOR TEN YEAR SERVICE

(1) Q. What constitutes service to be credited for the ten year service registration?

A. Formal registration at the National Council Office of the Boy Scouts of America, in the case of scout officials; formal registration at the National Council Office, in the case of scouts, for all service since October 1st, 1913, or membership in a troop whose scoutmaster was so registered for service prior to that date.

(2) Q. What governs in determining registration?

A. The records of the National Council Office.

(3) Q. Is there any exception?

A. No, but if preliminary search of the records as the National Council Office does not verify the record claimed, evidence may be submitted to prove that the records in question formerly existed but are now mislaid. All such cases will be handled on the merits of the evidence submitted.

(4) Q. Is there any exception to the requirement of actual registration as stated in question 1 above?

A. Only when such failure to register is clearly due to no failure on the part of the man concerned but to the fault of a superior official or office.

(5) Q. Are troop committee members and local council members eligible?

A. Yes, as they are officially registered members of the Boy Scouts of America.

(6) Q. Does service as a troop instructor, camp leader, or expert examiner count for the ten year service?

A. No, not unless the man was commissioned in some official capacity with the Boy Scouts of America, e. g., as an Assistant Scoutmaster, Field Executive, etc.

(7) Q. Does service in an independent troop organized prior to the establishment of the office of the Boy Scouts of America and using the British Scout Manual count for ten year credit.

A. Yes, provided the troop affiliated with the Boy Scouts of America.

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(8) Q. Does service in other scout organizations than the Boy Scouts of America prior to the affiliation of such organizations with the Boy Scouts of America count towards ten year credit?

A. Only in case the organization as a whole affiliated with the Boy Scouts of America.

(9) Q. What is the earliest date from which it is possible for ten year credit to start?

A. Feb. 8th, 1910, the date of incorporation of the Boy Scouts of America.

(10) Q. Does the ten years of service need to have been continuous?

A. No, there must have been a total of ten years' service, but it may have been discontinuous.

(11) Q. Does service during the war in the Army, Navy, or Marine Corps count for ten year credit?

A. Yes, any one who was a scout or scout official prior to the war or prior to joining the Army, Navy or Marine Corps may receive credit for all service in any of the above in the period April 1917 to September 1919 inclusive, and if he re-entered the Boy Scouts of America within three months following his discharge, for the intervening period of readjustment. This credit applies only in case the scout or official re-entered scouting after the war.

(12) Q. Does service in the Army Y. M. C. A., K. of C., or similar war service organization count for ten year credit?

A. Yes, service in any of the recognized war service organizations counts in exactly the same way as service in the Army.

(13) Q. Is it necessary for a ten year service man to re-register annually if he retains active connection with the movement?

A. Yes, in the regular manner for the position he holds, but not in order to retain his ten years registration, which holds for life.

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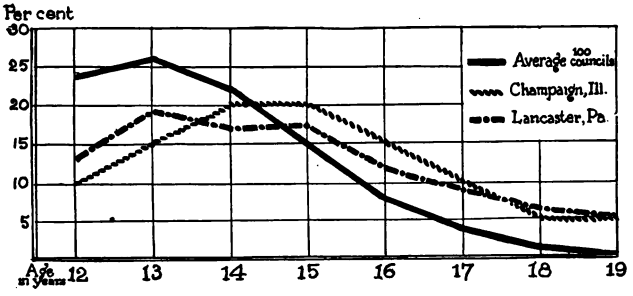
CHAPTER XXI

THE OLDER BOY

Where Are They?

The theory of the physical, mental, and social problems of older boys is discussed in the Scoutmaster's Handbook and will not be repeated here.

Where are the Older Boys? Are they still with us—or have they gone? A study of the present age distribution of Scouts gives pertinent and unmistakable testimony.



PERCENTAGES OF SCOUTS OF EACH AGE
(Compiled from 100 Councils, Oct. 1920)

The falling off comes rapidly after 14. If the scout movement held perfectly there would be no loss and if recruiting were regular and uniform there would be 12½% of the Scouts in each year above. Instead of that we have fewer older boys and a "piling up" at the younger ages. Not only have older boys been permitted to drop out of Scouting in large numbers, but an analysis of the data given in the Tenth Annual Report indicates that the present membership has made but modest progress through the Scouting grades.

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CITIES IN CLASS	Percentage of Boys in			Number of Scouts for each
	Tenderfoot	Second Class	First Class	Merit Badge Scout
A	58.7%	22.2%	5.9%	21.3
B	62.0%	24.8%	10.6%	16.7
C	69.3%	21.3%	6.6%	14.3
D	66.7%	30.3%	9.8%	16.8
E	70.0%	27.2%	9.0%	13.8
F	69.0%	27.2%	18.9%	18.3
Average	67.9%	25.5%	8.4%	13.8

In other words ⅔ of the scouts are Tenderfoot and only 8.4% have gotten beyond second class.

The merit badge program with all of its rich interest appeal and potential vocational significance is reached by only one scout in 14.

While these figures are very significant, there are certain very vital factors which they do not reveal:

1—Why did the scout drop out?
2—How old was he then?
3—What was his Scouting rank?
4—How long had he been a scout?

Where such careful facts have been collected and made known, the fact has stood out sharply that the tenderfoot is the critical age. In certain of these studies 80% of the scouts dropping out have been only of Tenderfoot rank. Indeed such scouts have only been exposed to a part of the full scout program of activities, having merely taken its initial step.

Men active in Scouting are agreed that the rule is to find that the Oath and Law and the spirit of service have borne fruitage in habits in proportion to the time during which the boy has been an active scout. This points clearly to the conclusion that **progress** is a vital factor as well as **age.**

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The gross facts of loss indicated above give no direct testimony as to the effectiveness of the leadership which the boys received. This factor is also probably more significant than the **age** of the scout.

These facts lend support to the words of Executive A. A. Jamieson of Atlanta, Ga.:

"I am thoroughly convinced, after many years observation and some experience, that the only "special device" that will hold older boys is "efficient Scouting." I am entirely out of sympathy with any plan which contemplated adding an organization or club to the Scout Movement for the express purpose of catering to older boys, because I believe the aim will not be realized. In my opinion, the Scouting program, properly and efficiently conducted meets **all** the requirements of older boys. Let us stick to Scouting, and not be running after 'special devices,' most of which have already been tried long ago and found wanting."

Livingston, Montana, Executive W. V. Evans offers his older boys:

"1. Advanced Scouting by the system of Merit Badges.
2. Training in leadership of the younger boys.
3. Longer and harder trips if they want them, at mountain climbing, skiing, etc. We have much opportunity for this sort of thing."

Galveston, Texas—Executive T. E. Murray:

"Using the regular Scout program, but getting scout leaders in charge of older boys who can dignify and magnify the program to fit the 'nature of the critter.' In other words, they make it more of a 'Man scout' program than a 'boy scout' one."

THE REPORT OF THE OLDER BOY COMMISSION AT THE FIRST NATIONAL CONFERENCE SCOUT EXECUTIVES IS ALSO SIGNIFICANT

"First—While in some sections the percentage of boys 15 years of age and over is shown to be as high as 25 per cent of the total scout enrollment, there is, generally speaking, a demand for help in meeting the Older Boy problem. Therefore, we believe that local efforts by way of experiment to meet these needs be encouraged, provided that such efforts are in harmony with the principles and purposes of the Boy Scouts of America, as evidenced by the definite authorization of the National Council; and provided further that under no circumstances should innovations or experiments be undertaken at the expense of the regular program.

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2—The Program of the Boy Scouts of America as set forth in its Official Hand Books, is sufficient to meet the needs of boys 12 years of age and over. Failure to hold older boys may, generally speaking, be traced to (a) Inadequate leadership, (b) Lack of opportunity to deal with the older boy in such a specialized way as to maintain his interest in the troop organization.

3—A greater number of older boys than heretofore may be retained in the troop through a study and progressive application of the present program as set forth in the new Handbook for Scoutmasters.

4—We recommend that a commission be constituted to continue the investigation of this subject in the future."

The above facts also give strong color to the claim of Executive F. O. Belzer of Indianapolis Council.

"Efficiency in leadership seems to be the determining factor in holding the older boys in Scouting, rather than 'schemes.' We are finding that our out-door activities seem to contribute to this end. Our ranking system in our Camp program is bringing results."

It will be of value, however, to look at certain of the so-called "Older Boy" programs now in use in different parts of the country.

In studying these and in learning of their alleged "success" in meeting the Older Boy problem, one can look for the cause of this success in one element they all have in common.

Whatever the "program" used or activities followed those men who succeed with Older Boys are those who

1) Cultivate Older Boys
2) Give them worthy attractive things to do
3) Give them Companionship around things they want to do
4) Give them leadership suited to them.

Many men secure these results through a full use of the present scout program.

It is pertinent in the following special troops, to carefully determine the desirability of pulling the older boy away from his **original** troop. Many men

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have safeguarded this by requiring continued service in the old troop as well, where possible.

The experience of Executive Northrup of Waterbury, Conn., bears on this point of the use of the scout program:

"We have just started an older boys' troop, limited to boys fifteen years and up, at least second class in rank. It is registered with the scout commissioner as scoutmaster and three deputy commissioners as assistants, the four men working in pairs in rotation. The response was good. The surprise was that the boys are unanimous in wanting, not primarily dances, nor hikes, nor contests, but merit badge work. The group covers scouts all the way from second class to Eagle."

Bakersfield, California—Executive R. E. Dye:

"Have one troop entirely of older Scouts under a very competent 'older boys man.' We are organizing under the direction of our Committee on Instruction a Merit Badge Club with meetings semi-monthly and special instructors each time—allow Scouts who have Merit Badges to give preliminary Merit Badge examinations in the subjects in which they have qualified. Organizing a Boy Scout Fire Department under the direction of the Assistant Fire Chief for Scouts above the rank of second class."

The Sea Scout Program is the most generally adopted older boy program. A half hundred cities have organized "ships" with 1,000 boys and are making progress through the various ranks. Orange Mountain Council, N. J., was the first ship (Oct. 1920) to reach the Barkentine Class. Executive Jones says:

"We are using the Seascout program for older boy work. We have not lost a single boy above fifteen years old in the last year. The loss seems to come in case of boys being unable to become First Class. In our observation the Seascout program has proved of sufficient interest to spur many of the slow Seconds on to become First Class so as to become Seascouts."

Muskegon, Michigan—Executive J. R. Lamb:

"Where a city is bounded by water, and has one of the best ports on the Great Lakes then the only solution to the older boy problem is, 'Sea Scouts.' Sea Scouting affords all the real man making-stuff that the boys of the ages of 15 to 19 like. They like to be men and are men in the making, and therefore we lay all stress on the Sea Scouting program!"

Data on 672 seascouts (Oct. 1920). Re-registration lists of about 100 are in the field, in process of re-registration. 150 others are organized, but not formally registered here.

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Does 'not desire to be a distinct organization only a training.' Tribes now in Dayton, Ohio; Evanston, Illinois; Gary, Indiana; Saginaw, Michigan; Logansport, Indiana; Terre Haute, Indiana; Easton, Pa.; Newark, Ohio."

Albany, N. Y.—Executive (the late R. W. Corley).

"The Aboriginal Moundbuilders of America, a scheme 'for developing scoutmasters out of older scouts,'—is for first class scouts and uses scout material and progress in an Indian ritual developed by Professor A. G. Parker, State Archaeologist—Chairman of the Court of Honor. Merit badge, vocational, and social activities supplement 'active membership in a scout troop.'

"Mounds have been organized also in Brooklyn, Queens and Syracuse."

Portland, Maine—Executive W. E. Smith:

"A practical course in Forestry conducted by the Forestry Department of this State."

Omaha, Nebraska—Executive G. M. Hoyt:

"Try to hold older boys in a limited way through Seascouting, through the wireless class; through horse patrol at Camp, and through system of using Scouts under eighteen as Aides to the Scoutmasters. Think we will try a 'seeannoit' club. My idea is, no one program will hold very many older boys. Must have diversification."

Chippewa Co., Mich.—Executive C. D. Maddox:

"Our Court of Honor is made up of the Superintendent of Schools, The Principal of the High School, and six others. Credit in High School is given to boys becoming First Class. This is offered as an inducement to the older boy and operates in connection with older boy troops, Ages 15 to 18."

Pasadena, California—Executive T. H. Trask:

"The outstanding method of holding the older boy in Pasadena is an organization called 'The Merit Badge Club.' No Scout may be a member of the organization without first being in good standing in his troop and second, having attained at least three Merit Badges. This organization meets twice a month in the city Courtroom and is always well attended. We endeavor at each meeting of this organization to have one of our Merit Badge examiners give some phase of the subject for which he is examiner. We find that the candidate, Tenderfoot, Second and First Class Scout work harder, looking ahead to the Merit Badge Club as a goal."

CONSTITUTION
THE COLLEGE SCOUTS' CLUB OF BUFFALO

Article I Name

Name— The name of this organization shall be "The College Scouts' Club of Buffalo."

Article II Object

Section I— To help those away at college to keep in close touch with each other and with the local headquarters.

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Section II— To develop efficient Scoutmasters and Assistant Scoutmasters.
Section III— To further the progress of Boy Scout work both in Buffalo and elsewhere.
Section IV— To promote social good-fellowship among the members of the Club.

Article III Membership

Section I— ACTIVE. This organization shall consist of all present members of this organization and all other Buffalo Boy Scouts who are undergraduates at college and affiliate themselves with the organization.
ASSOCIATE shall consist of all active members of this organization who leave or graduate from college and all Scoutmasters and Assistants who have attended any college and affiliate themselves with this organization.

Article IV Dues

Section I— There will be no dues except by special assessment.

Article V Officers

Section I— The officers of this organization shall be a President, a Vice-President, a Secretary and a Treasurer.
Section II— Only active members who are upper-classmen shall be eligible for Office.
Section III— These Officers shall be elected annually at the September meeting.
Section IV— The duties of these officers shall be such as usually devolve upon them.

Article VI Committees

Section I— There shall be a committee on programs and social activities and such other committees as may hereafter be deemed necessary.
Section II— The program and social activities committees shall consist of the Officers and other members as may be appointed from time to time.
Section III— The duties of these committees shall be such as usually devolve upon them.

Article VII Meetings

Section I— The regular meetings of this organization shall be four per annum, the dates to be determined by the Officers.
Section II— A quorum shall consist of ten members.

Article VIII Amendments

Section I—This Constitution may be amended by a two-thirds vote of those present at any regular meetings.

BY-LAWS Article I

The activities and interest of the Boy Scouts and Scoutmasters which shall be promoted by this association shall be those laid down in the "Handbook for Boys." "Scoutmasters' Manual" and official bulletins issued by the Buffalo Council and National Council.

Article II

The order of business for the regular meetings of the Association shall be—

Opening Exercises.
Reading Minutes last Meeting.
Reports of Officers and Committees.
New Business.
Round Table Discussions.
Special Talks on Scout Work.

Article III

Section I— The Scout Commissioner of the Buffalo Council shall be Honorary President of the Club.
Section II— The President of the Buffalo Council and the Scout Executive shall be ex-officio members of the Club.

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SPECIAL STUDY AND ACTIVITY UNITS

As set forth in the 1920 Scoutmasters' Handbook (pages 285-6) and as indicated in the above special device group, there are numerous study or activity units such as:

Signal Corps Squads, Hospital Squads, First Aid Units, Ambulance Corps, Junior Chamber of Commerce, Junior Fire Department, etc., while some groups have undertaken special study of astronomy, wireless, citizenship, etc.

The Secret

It is well to recall that of all these various schemes the successful ones have one vital element in common.

In each case, the older boys have been cultivated, have received attention and companionship; they have received the opportunity to do and be something which has appealed to their sense of worth.

Without these no device will deliver results—with these, few programs based on scouting will fail even with but average leadership.

New Jersey Boy Scouts Being Sworn In as Park Police Aids

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CHAPTER XXII

TURNOVER

Turnover in Leadership

Its volunteer leaders are the life blood of scouting. Their loss therefore is serious indeed.

A troop gets nicely started, boys and parents interested, all working well, when—Bang!—the Scoutmaster has resigned or left.

What can be done to remedy it. Such unfairness to the boys cannot justly be condoned.

Loss by death or removal, of course, cannot be avoided, but loss by **desertion,** by **"abandoning ship"** should be prevented either through selecting better men or through better maintaining their morale.

The following facts are significant:

1) **Change of leaders** usually involves waste. The exception to this is in the replacement of poor personnel.

2) **More Care in Selection** will forestall much loss.

3) **Helpful Training** will reduce Turnover.

4) **Strong Group Morale** will tend to hold scout-leaders.

5) **Where troop Committees function** and secure leaders from within a parent institution, the group pressure for "sticking" is stronger than if a "hand picked" leader has been imported from outside.

6) **The Appeal of the boys** may become a potent appeal for holding good men.

7) **Multiple Leadership** is "accident insurance" for the troop. If the scoutmaster has as associates two or three assistant scoutmasters with him, his own "dropping out" finds someone prepared to take his place.

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8) **Veteran Scouts as leaders** are being used more and more as the movement grows older. Leaders who have "come up" as scouts and now are taking their places as Scoutmasters. Such leaders tend to permanency.

WHAT ARE THE FACTS OF SCOUTMASTER LOSS?

WHAT ARE THE CAUSES?

On the following page the study of dropped, active and total scoutmasters registered for the year ending December 31st, 1919, shows losses entirely too high.

The significant thing for the individual Scout Executive to do is to count the "chairs made vacant." He started out with so many scoutmasters—how many of them did he hold to the end of the year. Losing a dozen and getting a dozen new ones do not cancel each other.

Why did these men drop out?

A careful inquiry and recording of these facts will soon reveal dominant causes which can be avoided in the replacements which the Troop Committee shall be helped to make.

Turnover in Troops

The Local Council which loses 10 troops in a year but which added 10 new ones has apparently "held its own" statistically. But it has not held its own—it has lost its character building contact with two or three hundred boys. The 10 new troops probably represented merely a normal growth. Effective Scouting then involves not only recruiting but holding and serving boys as well.

Here again the sound method of correction is to carefully ascertain what the facts are, what the causes were, and on such knowledge to base improvement. It is good administration, however, to count no troop as dead until its failure to reregister has been "followed-up." Many local councils have found that such "follow-up" reduced their loss by one-half. That this is one important task of the Executive, is quite generally conceded.

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SCOUTMASTER LOSS

State	1st Class Councils				2nd Class Councils				Not Under Council			
	Dropped	Act.	Total Reg.	% Dropped	Dropped	Act.	Total Reg.	% Dropped	Dropped	Act.	Total Reg.	% Dropped
N. J.	203	506	709	29	27	42	69	39	137	202	339	40
Ohio	251	473	724	35	18	24	42	43	217	392	609	36
Texas	59	131	190	31	1	5	6	16⅔	194	384	578	34
Calif.	147	255	402	37	10	25	35	29	132	221	353	37
	660	1,365	2,025	33	56	96	152	37	680	1,199	1,879	36

[From Study by C. A. Edson—Director Records, National Headquarters.]

The above percentages are computed on the total registration for the year which includes some replacements.

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TROOPS LOST BY DROPPING, 1919.

	First Class Council				Second Class Council				Not Under Council			
	Dr.	Act.	Total Reg.	% Dr.	Dr.	Act.	Total Reg.	% Dr.	Dr.	Act.	Total Reg.	% Dr.
N. J.	79	429	508	15	4	36	40	10	54	241	295	18
Ohio	111	389	500	22	7	11	18	38	140	417	557	25
Texas	22	115	137	16	1	2	3	33⅓	120	438	558	22
Calif.	56	190	246	22	2	20	22	9	43	285	328	13
	268	1,123	1,391	19	14	69	83	16	357	1,381	1,738	21

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639 troops lost in one year from four states represents an actual wastage of troops which is very serious indeed and merits careful effort toward correction.

The way in which "follow-up" may operate in such cases is indicated by the following attention given certain over-due troop registrations in territory not under council.

TROOPS NOT UNDER COUNCIL IN ARREARS—JAN. FEB. MARCH 1920

Number of Troops which received questionnaires	1,146
" " " " returned "	393
%	34
Number of Troops to be held	293
% of returns	74
Number of Troops to be dropped	100
% of returns	26

The following data covers the 393 troops which replied:

	Troops Kept		Troops Dropped		Total	
	No.	%	No.	%	No.	%
Reply received from						
Scoutmasters	185	63	67	67	252	64
Scout	105	36	33	33	138	35
Other person	3	1	—	—	3	1
Troop Now Meeting						
Yes	193	66	—	—	193	49
No	100	34	100	100	200	51
Scoutmasters Active						
Yes	193	66	—	—	193	49
No	100	34	100	100	200	51
Connected with Institution						
Yes	114	40	23	24	137	36
No	168	60	75	76	243	64
Supported (if connected)						
Yes	81	78	5	21	86	68
No	22	22	18	79	40	32
Committee active						
Yes	102	36	3	4	105	28
No	177	64	90	96	260	72
Will reregister						
Yes	293	100	—	—	293	74
No	—	—	100	100	100	26
Lack of Interest by scouts						
Yes	14	19	38	44	52	33
No	57	81	48	56	105	67
Object to War Service						
Yes	—	—	2	2	2	1
No	71	100	82	98	113	99

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Continued	Troops Kept No.	%	Troops Dropped No.	%	Total No.	%
Able to meet Expenses						
Yes	65	94	63	84	128	88
No	4	6	12	16	16	12
Scoutmaster discontinued						
Yes	44	60	53	96	97	76
No	30	40	2	4	32	24
If so, because of						
Army	2	5	—	—	2	3
Business	18	43	29	59	47	51
Health	—	—	—	—	—	—
Death	—	—	—	—	—	—
Removal	19	45	18	37	37	40
Lack of Interest	1	2	1	2	2	3
Age	—	—	—	—	—	—
Miscellaneous	2	5	1	2	3	3
Able to secure New Scoutmasters						
Yes	7	17	—	—	7	8
No	35	83	46	100	81	92
Comm. Fail						
Yes	53	75	75	100	128	89
No	17	25	—	—	17	11
Parents fail in Interest						
Yes	45	67	52	73	97	29
No	22	23	19	27	41	71
Trouble in securing meeting place						
Yes	19	30	18	24	37	27
No	45	70	55	76	100	73
Get beyond Tenderfoot						
Yes	44	68	32	54	76	56
No	21	32	38	46	59	44
Join other Troops						
Yes	—	—	16	20	16	11
No	62	100	62	80	124	89

[From study by C. A. Edson,
Director Records, National Headquarters.]

Turnover in Scouts

The facts and the proposed remedies for troop loss in general apply to losses of scouts—except that the unheeded loss of individual scouts is probably much higher.

The facts of the loss of boys is clearly brought home by the following circle indicating the relative percentages of scouts of each age year from 12-19.

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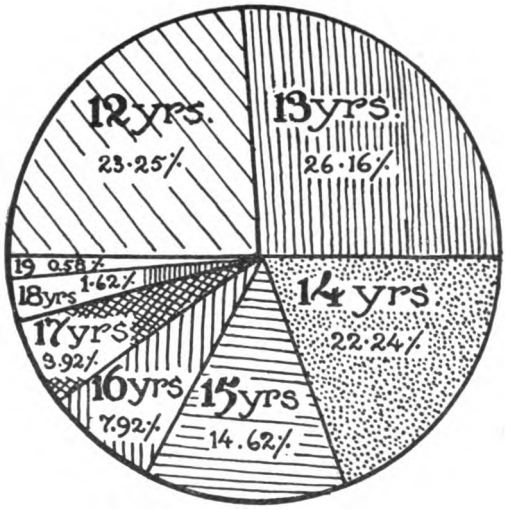

Percentages of Scouts by Ages
(Compiled from 100 Councils 1920)

Percentages,	23.25	26.16	22.24	14.62	7.92	B.92	1.62	0.58
Ages,	12	13	14	15	16	17	18	19

The figures have been compiled directly from 100 Councils (October 1920).

These figures do not indicate the losses and replacements within the 13 year group for example.

The following commission Summary is an initial study—preliminary to a more extended investigation.

REPORT OF COMMISSION ON SCOUT TURNOVER, NATIONAL CONFERENCE SCOUT EXECUTIVES

1. We regard turnover as a net loss in troops and scouts.

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2. **Causes of turnover.**
   A. Individual failure to register.
      1a) Failure on the part of the scoutmaster to properly interpret and work the Scouting program, resulting in a lack of interest on the part of scouts.
      2a) Single leadership.
      3a) Failing to start the Tenderfoot right.
      4a) Parental ignorance and indifference.
      5a) Influence of street gang.
      6a) Logical turnover to be expected.
   B. **Troop failure to reregister.**
      1b) Failure of institution to discharge its responsibility.

3. **Remedies to reduce turnover.**
   A. Better selection, more careful training and systematic supervision and inspiration of scout leaders with greater emphasis on the out-of-door program.
   B. Sell the institution and troop Committee their responsibility.
   C. Commission finds a deplorable lack of effort at follow-up and a lack of information as to facts regarding turnover.

4. Estimated inevitable turnover 20%—Basis of scouts staying 3 years at least in movement.

It will be of interest for Council to see how far below 20% loss, they can bring their individual turnover of scouts.

Any thorough study of loss involves the following facts:

HOW OLD WAS THE LOST SCOUT?

WHAT RANK HAD HE ATTAINED?

HOW LONG HAD HE BEEN IN THE MOVEMENT?

WHY DID HE DROP OUT?

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AGE—RANK—SERVICE TABLE

STATEMENT OF SCOUT LOSSES

RANK	No. of Years in Scouting	AGES							CAUSES							
		12	13	14	5	16	17	18 or Over	Total	Removal	Troop Disbanded	S. M. Left	S.M. Failed to Interest Boys			Total
TENDERFOOT	Less than 1 year															
	1 — 2															
	2 — 3															
	3 — 4															
	4 — 5															
	5 or over															
	Total															
SECOND CLASS	Less than 1 year															
	1 — 2															
	2 — 3															
	3 — 4															
	4 — 5															
	5 or over															
	Total															
FIRST CLASS	Less than 1 year															
	1 — 2															
	2 — 3															
	3 — 4															
	4 — 5															
	5 or over															
	Total															

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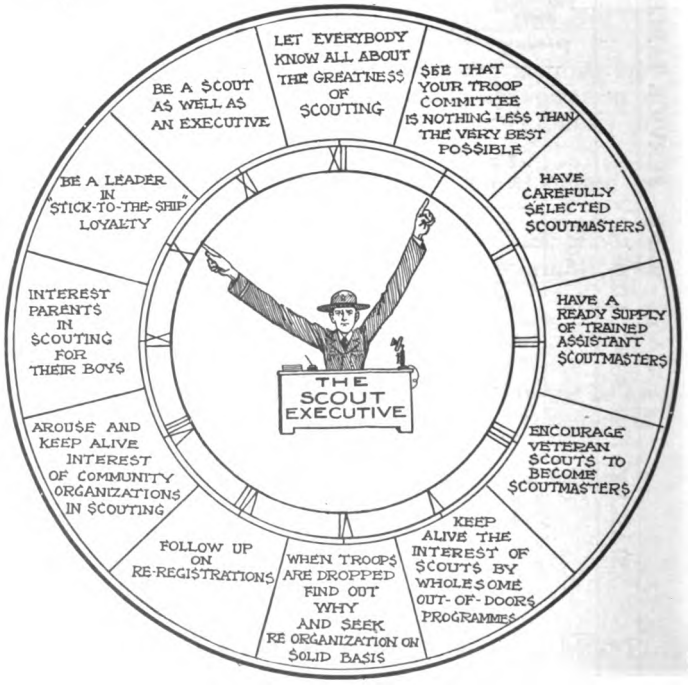
Exec. Jameson of Detroit investigated 166 scouts dropped and found

100 Tenderfoot, 60 Second Class, 6 First Class—while 80% of the group had been in scouting less than two years.

He says: "If we could keep a boy long enough to be a first class scout, presumably two years or longer, that we had him 'for keeps'."

Such facts covering **each** loss would soon enable Scoutmaster and Scout Executive to find the **leaks** and stop them.

Facts like the above may be summarized on an **AGE—RANK—SERVICE** table like the one on page 495, which will show one at once when the losses come.



TO COUNTERACT THE ALL TOO HEAVY TURNOVER

BE A FULL TIME EXECUTIVE

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CHAPTER XXIII

THE SCOUT EXECUTIVE AND RECREATIONAL READING— THE BOY'S INDOOR SPORT

By **Franklin K.** Mathiews, Chief Scout Librarian

* * * * * *

In the execution of its purpose to give educational value and moral worth to the recreational activities of the boyhood of America, the leaders of the Boy Scout Movement quickly learned that to effectively carry out its program the boy must be influenced not only in his out-of-door life but also in the diversions of his other leisure moments. It is at such times that the boy is captured by the tale of daring enterprises and adventurous good times. What now is needful is not that his taste should be thwarted but trained. There should constantly be made available recreational reading the boy likes best yet always that which will be best for the boy. To meet this need, the Magazine and Library Departments were organized.

One of the managers of the Circulation Department of the Curtis publications was asked what premiums in their "Book of Prizes" were most popular with the tens of thousands of boys who sell their publications. With more than five hundred articles listed, all chosen especially to delight the boy-heart, the boys, he said, asked for books oftener than for any other one thing. In a survey made in Rochester, N. Y., when the question was asked of the school children as to what they did between Friday afternoon and the following Monday, it was discovered that they spent the largest percentage of their time reading. A study was also made of the "hobbies" of 923 boys, and again it was found that boys spend more time reading than in any other recreation.

It is not too much to say that aside from personality, the chief vehicle for the conveyance of truth to the child mind is through the story book; by this means the child is more profoundly moved than by any other. We have not yet reached the same conclusion regarding the recreational story books of the early

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and middle 'teens, still thinking of these as "just a story", when the fact is that boys and girls are doubtless as much influenced by these as by the stories of early childhood. To no little extent, it is our neglect in failing to recognize the worthwhileness of these later story periods, that our American youth is being so terribly exploited, on the one hand by the "thriller" in its many forms, and on the other, by the salacious story which increasingly is being read either in book or magazine by young people in their middle 'teens.

Some of us recall the delicious delight of reading such books as, "The Reveries of a Bachelor" or "Dream Life." Better far at this period that our young people should have their sentimental interest fed by even such "poor literature" as the books of E. P. Roe than that they should be nourished by nasty stories, made nice by almost perfect literary art. Some day we will stop laughing at our youth because of their interest in the sentimental story, giving it serious consideration and, by careful analysis, discover how important a place such stories have in the mental and moral development of our boys and girls.

Our special interest, however, is in the adventure story and the other recreational reading interests of the boy in his early 'teens. At this period boys are likely to read more books than at any other time, some of them reading as many as three or four books a week. What is true for boys is also true for girls, for they have a similar interest in the story of adventure, though at this time boys are not at all interested in the stories of sentiment that girls read so readily.

Here is a hint as to one of the reasons why boys are so much interested in adventure stories, that is, in a story possessing the appeal of action, or "pep", as the boy would say. There are two experiences, common to both sexes just before and during the early 'teen age, the one of unusual physical growth, and the other of a differentiating of sex. Beyond a doubt, it is this condition of the body that explains in part at least,

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both boys' and girls' interest in the story of action. Now "stirs the blood to bubble in the veins," and it is this exhilaration within the muscular and nervous system that excites the average boy's or girl's interest in a story in which there is "something doing" all the time.

Some day a very careful study will be made to discover just how far the adventure type of story serves as a prophylactic for the adolescent at the critical time when youth needs to be safeguarded at every turn. Meanwhile, it is safe to propose that careful consideration be given to this suggestion and that, just as far as possible, boys and girls be guided and directed in their choice of books at this time.

Moreover, it is these experiences of the body that give a physical basis for the rise and growth of the imagination, making necessary proper exercise for its wholesome development. In a word, what the paraphernalia of a gymnasium are to the body, books are at this time to the imagination—the means by which through exercise it finds adequate expression. Right here, it is important for us to notice that the test as to the worthwhileness of these adventure stories is not as to whether they teach morality but as to whether, like gymnasium equipment, they are of the best sort for the purpose intended. That the adventure story is of the realest service in the boy's character development there can be no doubt, but at the moment let us think alone as to the importance of the story in providing a kind of mental gymnastic paraphernalia for the exercise of his imagination and emotional nature.

Unfortunately, we usually associate the uses of the imagination with that other-worldliness which leads away from the day's work and the worship of the "God of things as they are." We are a practical people and demand the kind of education which reaps rich reward in the market place. But is it not true that imagination awakened and well-developed does for us that very thing? What are some of the supreme qualities that distinguish successful men? May we

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not count the chiefest among them initiative and resourcefulness;—and whence come these except as men possess creative and constructive imagination?

So may it not be true that when boys are reading their story of adventure, if it only be of the right sort, that this is what is taking place. The greatest possible service education can render is to train the boy to grasp and master new situations as they constantly present themselves to him; and what helps more to make such adjustment than a lively imagination; and what are the best stories of adventure but the records of resourcefulness in the face of what seems to be insuperable difficulty? It is this element in "Robinson Crusoe", "Swiss Family Robinson", "Masterman Ready", and similar tales, that make them fresh reading for every generation.

"Fresh reading for every generation", for there is a time, the period of the early 'teens, that nature has set for the development of personal initiative and self-reliance. Heretofore, the child has been largely influenced by what some educators call "the race mind." But now a transition comes, and nature provides conditions to make something better, perhaps something new. Says Professor Edward St. John in his "Stories and Story Telling":

"It is now that he needs the exceptional and the sensational to spur him on to do deeds that have never yet been done. Nature now seeks to stir in every one the impulse to rise above the common level and do surpassing things. Hence the impossible hero does not repel and may have a real pedagogical value."

Is it too much to conclude, then, that when boys read stories of ADVENTURE (#1, Page 514) of the right kind, that these books will stimulate such initiative, awaken such resourcefulness as will aid the boy to change capacity into capability and so vocationally help him to find himself. Not that the tale of adventure alone will do this, but rightly, purposefully used, it is sure to do its share.

In their recreational reading, boys find delight in books other than the tales of pure adventure. Increasingly, they are interested in what may be termed THE WHAT-AND-HOW-TO-DO BOOKS, (#2 Page 514) that is, books on handicraft, machinery and applied electricity. The relation between the story

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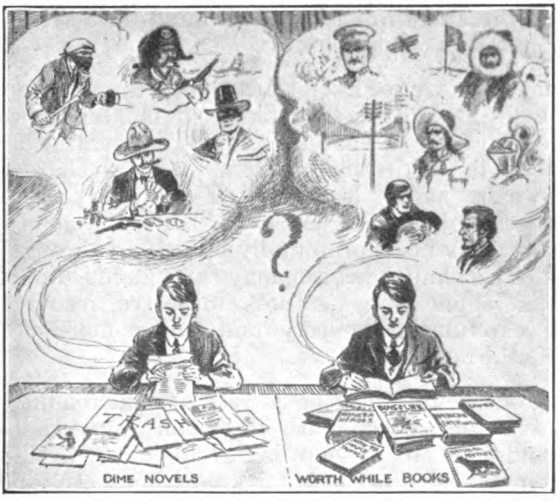
of adventure and THE WHAT-AND-HOW-TO-DO BOOK is most intimate—through these creative imagination aroused, seeks to express itself, following the natural law of impression then expression.

A striking illustration of this connection between these two types of books, was found in a newspaper and magazine shop where a man had observed this same relation. In the center of the store he had arranged a table, on one side of which were the nickel thrillers, and on the other side, what he called his sentimental "slush-trough." To fill in the rest of the table, he had placed immediately in front such magazines as Popular Mechanics and Popular Electricity. He said that watching this table, he had discovered that while it was usual for boys to read first the "nickels" and then dip into the "slush", in many instances, the brighter boys turned very quickly from the nickels to read Popular Mechanics, etc. And it is said upon very good authority that the publishers of the nickel novels count such magazines their biggest competitors.



Companions of the mind

Here is a hint as to how to help solve the problem of boys reading too many stories, a common claim made by those who have to do with the directing of their reading. Boys should be given opportunity to read the very best stories but equal opportunity should be presented for them to secure those books which will make it possible for them to express themselves wholesomely and practically through some work of their hands.

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The temptation is for boys to indulge themselves in the reading of stories simply to satisfy their craving for excitement. A legitimate desire, and one that should be satisfied, but it is for leadership to see that something better and more permanent than mere feeling results from the experience. For we have now not only the awakening imagination to assist us but the instinct for construction or destruction as well, and it is a matter of supreme importance that ample means be supplied the boy to assist him in the proper expression of himself. Not that he must needs become a mechanic, but in this period of mental and physical readjustment, he should develop skill in the mastery of his fingers and through exercise build up a system of well coordinated muscles.

Only recently we have learned how to mend morals through the activities involved in making muscles. In reform schools, manual training is working many miracles in the transformation of boys' characters. And we are latterly learning that what has such merit for the bad boy is of equal worth for the good one. He, too, may be as profoundly influenced through the work of his hands; he, too, may through his "hobbies" exercise application, neatness, initiative, resourcefulness, carefulness, honesty and many more of the elemental moral qualities.

Again, as we study boys' recreational reading, we discover that when, with insatiable appetite he is demanding a story, there is developing in the boy a hunger for facts, a thirts for knowledge. In guiding the boy's reading we must, therefore, keep constantly before us this two-fold need of the boy's developing mind—that it needs just as much fact as fiction; and moreover, that in his fiction, in his adventure tales, we should give him only such as represent facts in the form of fiction, not those that represent fiction as fact.

The boy of today is being deluged with a flood of cheap, story books that are as destructive of things previous as a Johnstown Flood, the menacing element of all these stories being their gross exaggeration.

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That is the best story for boys which in every sense is most true to life and human nature. But in almost all of this "mile-a-minute fiction" some inflammable tale of improbable adventure is told. Boys ride on aeroplanes as easily as though on bicycles; criminals are captured by them with a facility that matches the ability of Sherlock Holmes; and when it comes to getting on in the world, the cleverness of these hustling boys is comparable only to those captains of industry and Napoleons of finance who have made millions in a minute. Insuperable difficulties and crushing circumstances are as easily overcome and conquered as in fairy tales. Indeed, no popular character of history or legend or mythological story was ever more wise, more brave, more resourceful, than some of these up-to-the-minute boy heroes are made to appear in the Sunday supplement juvenile stories.

In the judgment of the writer, such books debauch and vitiate the imagination as the body is debauched and vitiated by strong drink. A mother writes: "My son has just obtained a book 'Boy Scouts of the Air at Eagle Camp' which is very much in demand by the boys here. This is a story of refugees, smugglers and rewarded captures, all improbable adventures, and altogether too exciting for children at any age." Another mother complains: "So many books are loaned to our boys, full of excitement, but absolutely lacking in anything that calls out the nobility and manliness that is so ready and waiting to be awakened in every boy."

To negative the influence of any or all such modern thrillers boys may read, and to help conserve the good results of the story books that develop in the boy the creative imagination, we should constantly arrest his attention with those books of INFORMATION (#3 Page 514) that will familiarize him with things as they actually are.

Such books to delight the boy must be more than a wooden digest of facts. He will read even those occasionally, but what moves him mightily, captures his mind completely is narrative or description in

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which facts are as much alive as his red-blooded heroes. Here is a fine field for the most gifted writers—the prospect of making facts appear to the boy as fascinating as fiction; the possibility of fitting fact and fancy so well together that the fact, heightened and colored, is made for the boy mind tasteful, appetizing as a good meal, and as satisfying to his hunger for knowledge.

In order that boys might derive from their recreational reading the benefits suggested above, I would propose that whenever a collection of books is made for boys, that these three chief reading interests, with their relation, be borne in mind. One way to do this would be to assemble, say one hundred such books, placing them all together, perhaps naming them, BOOKS BOYS LIKE BEST. Such an arrangement would have the decided advantage of keeping constantly before boys all three types of these books. A very important matter indeed, for it is almost absolutely essential that if a boy is to secure the best values for his reading, it will be only as he has the benefit of all three kinds of books. On the one hand, the STORIES awaken and develop his imagination and on the other THE WHAT-AND-HOW-TO-DO BOOKS make possible a wholesome and practical expression, while the BOOKS OF FACT AND INFORMATION serve to modify imagination by always reminding a boy that he is living in a world not of fiction but of hard and stubborn reality.

So far in our study of the worth of a boy's recreational reading, we have considered some of the causes that lie back of these reading interests, their relation to each other—how they provide in turn a stimulant and a restraint and a medium by means of which the imagination and the emotional nature, the instinct for construction and inquiring mind, find material for their proper exercise and wholesome satisfaction. In a boy's moral development, the contribution made by his recreational reading is not less marked.

We know so well, are reminded so often of the power and influence of the good book and great, and of the

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one book even that has so often determined life issues in the lives of our noble great, that we have failed for the most part to observe the influence for good of the boy's recreational reading books. Such books influence him for good or ill as profoundly as his play activities, of which after all they are a vital part. As with his play, the needful thing is that there should be understanding and direction of his reading interests.

Our time is rapidly learning the educational worth of play and its value in developing children both mentally and morally. Playgrounds and gymnasiums are fast becoming schools for exercising morals as well as muscles. And this is accomplished, not so much by introducing novel games or new forms of play activity, but by giving intelligent direction to the play instinct as it expresses itself through the games and play activities generations old.

So it should be with the boy and his books. Let his taste and interest be the criterion of judgment, then direct and guide him in the choice of books. Of course, he is always growing out of such books as he is growing out of his clothes. But while the growing process is going on we should be as mindful to gratify his taste for particular books as for particular clothes—short pants, for instance; and, if carefully led, will he not in time take as naturally to the really great literature as he at last naturally turns to long trousers?

What is needed is not that the boy's taste should be thwarted but trained. He must be given his "wild west" story, but of the better sort. In his 'teens, while the boy is growing so rapidly in brain and body, he can have no better teacher than some mighty woodsman. SCOUTS AND TRAPPERS AND PIONEERS should be presented to him in realistic biography and stirring story. (#4 Page 514) The adventurous lives of these men, so full of daring action and generous, noble deeds, is a thrilling challenge to every red-blooded boy. Says Professor George Walter Fiske: "Let him emulate savage woodcraft, the woodman's keen, practiced vision, his steadiness of nerve, his contempt for pain, hardship and the

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weather; his power of endurance, his observation and heightened senses; his delight in out of door sports and joys and unfettered happiness with untroubled sleep under the stars; his calmness, self-control, emotional steadiness, his utter faithfulness in friendships; his honesty, his personal bravery."

Next to the "wild west" type of adventure tale, the one that appeals to most boys is the HISTORICAL STORY; (#5 Page 514) and this is not so much because of his interest in biography or history, but because such stories are so largely a record of war. This reading interest of the boy is easily misunderstood. Like Stevenson, he reads such stories for "some quality of the brute incident" but the quality of the "brute incident" that appeals to the red-blooded boy is action. He likes the stories of war because in them there is "something doing all the time." Of the horrors of war, its bloodshed, of that the boy really feels but little, and is not any more likely influenced permanently by it than he was when as a child he heard over and over again the story of "Jack the Giant Killer" and how David slew Goliath.

With both the child and the boy, what moves most profoundly is the action of the story in which men of daring do wonderful things. So long as there are encounters and combats and hair-breadth escapes; heroic rescues, astonishing accomplishments and amazing difficulties overcome, the boy is captivated and enthralled.

But as someone has said, "Cultivating a taste is often cloying an appetite." There are some authors of so-called historical stories who in their effort to satisfy the taste of the boy barbarian magnify the glory of war, paying little or no attention to the facts of history. Those are the best historical stories which are set in verified fact and in which bold, adventurous actions are so portrayed as to make evident and vital to the boy the lessons taught both by victory and defeat, and how the liberties and privileges of the present were purchased with a great price by our country's noble great, some of whom fought and gave much while others fought and gave all.

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In fine, to quote one of our country's leading authors of boys' books: "The historical story should be the connecting, though frequently missing, link between the boy and the history of his own land. It may not develop a genius, but it may do better still, it may arouse admiration for a true man. It may not, indeed ought not to, glorify the battlefield; but it may assist in cultivating courage, devotion to ideals, and, above all, a true estimate and proper valuation of what his heritage as an American is."

What is true of the "wild west" and historical type of adventure tale, is equally true as regards the other stories that boys read with such enthusiasm. Take for instance stories that deal with "HEROES OF DARING" (# 6 Page 515). Surely, if a boy only reads the right kind of books of this sort, they are bound to toughen the fibre of his spirit, making it not only buoyant with hope, but solid, durable, persistent, in perseverance, helping him, when the glory of the "impossible" beckons, to turn stumbling blocks into stepping stones, and to battle with dauntless determination to the very end.

Fortunately for the boy, nature, as always, is fighting on his side. Within himself is triumph and defeat. Within himself are mighty resources—energy of body, strength of will, power of imagination, depth of feeling, vividness of thought. These are the capital with which nature has endowed the boy to engage in the serious business of life. His future turns on the disposition he makes of these resources, whether he wastes or spends them to his own hurt or help. Here we must assist him. It should be our business to so inspire him that the doing of the difficult brings delight rather than the cowardice of despair.

In this undertaking such books help mightily, for the heroes of daring have all the characteristics the boy so much admires,—unquenchable courage, immense resourcefulness, absolute fidelity, conspicuous greatness. At the age of early adolescence, people of masterful personality interest and influence the boy tremendously. And the most masterful personality o

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all is the man who does things, big things, wonderful things; the man who conquers and overcomes in the face of the heaviest odds, the man who never turns his back but moves, breast forward, "to do or die." For the boy, that spirit is the stuff of which great manhood is made and, if with books we would profoundly influence him, we must constantly challenge him with stories of astonishing accomplishments, biographies that hold him spellbound with wonder-tales of almost unattainable undertakings achieved.

Another group of characters in books that appeals so much to boys may be termed "HEROES OF SUCCESS"(#7 Page 515). For a generation now, boys of our country have been reading this type of story as written by Alger and others, who, like him, present boys and men winning success in most preposterous and unlikely ways. Educators are pretty well agreed that the "Alger story" is likely to do the average boy more harm than good. They have not, however, been equally concerned to analyze this reading interest, endeavoring to discover just why it is that boys are such voracious readers of these stories.

It is at this time in the boy's development that the feeling of self-sufficiency usually asserts itself in the desire to leave school and go to work. The real reason why ninety per cent of our boys never enter high school is found neither in economic pressure or faulty curriculum. It strikes deeper than that—the cause is in the boy himself. As selfhood develops, the acquisitive, productive and commercial instincts strongly assert themselves. The boy longs to possess, produce, achieve, something for himself.

At this period a boy's reading becomes immensely valuable, for it is a noteworthy fact that many great men have been more profoundly influenced by books, what they read, than by schools, where they study. A boy needs now such books of biography, such stories of achievement as are rich in broad, human experience and the vigorous action of men as it finds expression in the stress and strain of "making good" in business.

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Unfortunately, we have altogether too few books either in biography or story form that "bid the boy to hope, to fill his heart with visions fair." Gradually, though, such books are being written. The interest in vocational guidance and training is beginning to glimpse the fact that there may be written vocational stories of a right sort that will intelligently minister to this period of the early 'teens, which marks such rapid growth of the consciousness of self in the expanding personality, and the acquisitive and productive and commercial instincts, so rampant at this time.

To younger boys, "THE HEROES OF CHIVALRY" (#8 Page 515) appeal tremendously. The most favorable period for the presentation of the story or life of service is in the middle 'teens. Says Professor St. John: "After the seventeenth or eighteenth year so strong is the instinctive tendency toward altruism that often self-sacrifice becomes a pleasure, and is sought almost as an end in itself." The cause for such susceptibility is found in the fact that it is now that tender sentiment stirs the moral nature to its very depths. This is the time when young men and maidens dream dreams and see visions; dreams of high service, visions of self-sacrifice for others.

But it is not so with the younger boy. He has ideals, but they are personal, how he may improve, do something for himself; he has passionate yearnings, thoughts profound and deep, but mostly of self. "Mostly of self," because he is growing so rapidly physically and mentally and emotionally. It is this rapid growth, though, generating tremendous energy, which offers us our point of contact for awakening within him ideals of service. His energy needs direction, means must be provided for the boy to do something. Not often do you find boys eagerly responsive to the call to **be** good; but to **do** good, that is different. Here there is room for action and that appeals. Impressive proof of this is found in the willing way in which Boy Scouts "Do a Good Turn Daily."

Just at this period, too, the boy is most strongly influenced by the hero who does things, especially the

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man of physical prowess. This is why the athlete so completely captivates him. Within himself stirs increasing strength and the hero of his dreams is a man strong and agile and skillful in physical competitions.

But other heroes attract and for the same reason. What he admires in all his heroes is the wonderful, the startling, the sensational, and, given any man who does things, things unusual, things that appeal to the boy as spectacular, and he is quick to respond with an interest that is keen and attentive.

This is our hope in presenting the heroes of service. For this moment, the boy will not be so much interested in the hero because of his unselfish service or splendid self-sacrifice, for it is not the quality of the act that interests him so much as the quantity. When in heroic service men do things, big things, big and courageous and wonderful, such glorious deeds are bound to win the boy's approval and applause. It is so as regards bold knights who in the olden time rode forth redressing human wrong; and it may be so as regards our modern knights of service if only they be presented in the same picturesque and winsome way.

No list of books that boys like best would be complete except mention was made of their interest in the Stories of HUMOR (#9 Page 515). Because in the Bible there is no humor, or at the most, very little, many people find it difficult to believe that it has a serious place in our lives. Quite the contrary is true and our time, learning the educational worth of the play spirit is also beginning to appreciate that two indispensable qualities for wholesome living are a lively imagination and a keen sense of humor.

Small children find nourishment for these two qualities in fairy tales and nonsense rhymes and stories. Such interest is the instinct of play and the sense of humor making their contribution toward the development of cheerfulness in the child. The happy disposition provides the best soil for the cultivation of virtue; good humor ought to lead to good character. Lincoln's kindness was proverbial, but not more so than

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his genial good nature, and the white flower of kindness was doubtless nurtured in the rough soil of humor.

What is true for younger children as regards the nonsense jingle is true also respecting older children and the funny story. In intelligently satisfying this reading interest of the boy, parents are providing a foundation for a "good disposition", and some of the basic elements of character. Not only may we "laugh and grow fat", it is possible also for us to laugh and grow good.

I have left to the last mention of a boy's interest in the so-called school story or Stories of SPORTS (# 10 Page 515). Shakespeare said:

"The play's the thing,
Wherein I'll catch the conscience of the king."
—Hamlet.

I venture a bold paraphrase:

"Play's the thing,
Wherein to catch the conscience of the boy."

We do not always distinguish between moral instruction and moral training. The first deals with theory, the second with practice. The Church and the public school may instruct children in religion and ethics but it is in their play activities that they are trained in self-mastery through exercise. The rules of the game become a kind of Sinai before which the child bows in willing obedience.

In this character development, books may be made to play no small part. It is notorious that a very little "preaching" and "moralizing" go a long way with the average boy. Formal instruction in morals is a thing he usually tries to avoid. Nor are we any more successful when we "tag a tale with a moral." What is needed is that morality be emotionalized, made thrillingly attractive; the idea, what is thought, must become the ideal, what is felt.

It is the story that offers such opportunity, and particularly stories of sports. Boys at play may be presented in such telling fashion that the playground becomes a stage teaching the youthful mind morality with all the vivid force and alluring charm of the

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drama. Self-sacrifice becomes glorious, selfishness a thing to be despised; truthfulness and honesty commendable, cheating and lying mean and contemptible; fairness always honorable and the lack of it despicable.

More and more we must demand of writers of school stories and stories of sports that they realize this opportunity. It is not enough that the story portray accurately the game, or picture realistically the life of the school. The record of these things must be the warp and woof upon which the author weaves with cunning art "to catch the conscience of the boy."

In conclusion, let me remind my readers that boys are not interested in recreational reading because of its moral benefits. Like Stevenson, they read story books "not for the eloquence or character or thought, but for some quality of the brute incident." And the "quality of the brute incident" which most appeals is action—there must be "something doing" all the time. It was an Irish lady who said: "I like the tears and the laughter laid on with a trowel, and plenty of lords and ladies and I am not ashamed to say so; I get enough of the rele life in the wurk." "Not the tears but the laughter and plenty of action laid on with a trowel," is the way the red-blooded boy would put it, and neither would he be ashamed to tell you his opinion.

If the boy does not take his recreational reading seriously that is no reason why his leaders should fail to do so.

THINGS THE EXECUTIVE CAN DO

Scout Executives can help very much in directing boys' recreational reading interests by co-operating in promoting the movement for **better books for boys** especially as it relates to the annual observance of "Children's Book Week." This "week", promoted each year by The American Library Association, the American Booksellers Association and The Associated Publishers, etc., is the outgrowth of the movement's "Safety First Juvenile Book Week" and "Good Book Week", promoted in past years by the Library Department.

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The observance of "Children's Book Week" takes place annually early in November, the beginning of the holiday book season when more than seventy-five percent of the year's business in juvenile books is done. Scout Executives can assist at this time by co-operating with local librarians in their efforts to influence booksellers to make store displays and window exhibits of the more worthwhile books for boys, and in arranging for meetings with Women's Clubs, Parent-Teachers Associations in the interest of good reading for children and, just as far as possible, in assisting booksellers in such ways as appear advisable.

* * * * * * * *

OUR COUNTRY

By Edward Everett Hale

And for your country, boy, and for that Flag, never dream a dream but of serving her as she bids you, even though the service carry you through a thousand hells. No matter what happens to you, no matter who flatters you or who abuses you, never look at another flag, never let a night pass but what you pray God to bless the Flag. Remember, boy, that behind officers and government, and people even, there is the Country Herself, your Country, and that you belong to Her, as you belong to your own mother. Stand by Her, boy, as you would stand by your mother.

Philip Nolan in "The Man Without a Country"

Presented to the Boy Scouts
by Elizabeth Benton Chapter
DAUGHTERS OF AMERICAN REVOLUTION

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The following books represent types of books rather than a bibliography. The Library Department issues annually a catalogue of "Books for Boy Scouts" giving titles, authors, publishers, and prices. This list may be secured upon request.

1.	**Heroes of Adventure**	
	The Boy Emigrants	Noah Brooks
	Track's End	H. Carruth
	Two Years Before the Mast	R. H. Dana
	Hans Brinker	M. M. Dodge
	Cattle Ranch to College	Russell Doubleday
	Adventures of Billy Topsail	N. Duncan
	Stolen Treasure	Howard Pyle
	Treasure Island	R. L. Stevenson
	Swiss Family Robinson	J. D. Wyss
	Robinson Crusoe	D. Defoe
2.	**The What and How To Do Books**	
	Harper's Machinery Book for Boys	J. H. Adams
	Harper's Indoor Book for Boys	J. H. Adams
	The American Boys' Handy Book	Dan C. Beard
	Shelters, Shacks and Shanties	Dan C. Beard
	The Scientific American Boy	A. Russell Bond
	The Boy Craftsman	A. N. Hall
	Harper's Beginning Electricity	D. C. Shafer
	The Boy Mechanic, Vol. I.	
	Boys' Book of Model Aeroplanes	Francis A. Collins
	Book of Wireless	A. F. Collins
3.	**The Books of Information**	
	Pick, Shovel and Pluck	A. R. Bond
	Wonderland of Stamps	W. D. Burroughs
	The Wireless Man	Francis A. Collins
	Indian Boyhood	Dr. Charles A. Eastman
	Boy's Book of New Inventions	Harry E. Maule
	The Boy With the U. S. Foresters	Francis Rolt-Wheeler
	The Book of Athletics	Paul Withington
	Flower Guide	Chester A. Reed
	The Tree Guide	Julia Ellen Rogers
	Book of Stars	A. F. Collins
4.	**Heroes of the Out of Doors**	
	David Crockett, Scout	Charles Fletcher Allen
	Daniel Boone, Backwoodsman	C. F. Forbes-Lindsay
	Buffalo-Bill and the Overland Trail	Edwin L. Sabin
	With Carson and Fremont	Edwin L. Sabin
	The Young Trailers	Joseph A. Altsheler
	The Boy Scouts of Woodcraft Camp	Thornton W. Burgess
	Last of the Mohicans	J. F. Cooper
	With the Indians in the Rockies	James W. Schultz
	Rolf in the Woods	Ernest T. Seton
	Scouting with Daniel Boone	E. T. Tomlinson
5.	**Heroes of the Nation**	
	Boys' Life of Roosevelt	Herman Hagedorn
	Midshipman Farragut	James Barnes
	Boots and Saddles	Elizabeth B. Custer
	On the Trail of Washington	F. T. Hill
	Abraham Lincoln: The Boy and the Man	James Morgan
	Heroe Tales from American History	Theodore Roosevelt and Henry Lodge
	The Guns of Bull Run	Joseph A. Altsheler
	Man Without A Country	E. E. Hale
	Little Jarvis	Molly Elliot Seawell
	The Young Sharpshooter	E. T. Tomlinson

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6. Heroes of Daring	
The Story of Siegfried	James Baldwin
The Modern Vikings	Hjalmar H. Boyesen
Beach Patrol	W. Drysdale
Lance of Kanana	H. W. French
Adrift on an Ice-Pan	W. T. Grenfell
Fighting a Fire	Charles T. Hill
The Lighthouse Keepers	James Otis
Careers of Danger and Daring	Cleveland Moffett
Scottish Chiefs	Jane Porter
The Lure of the Labrador Wild	D. Wallace
7. Heroes of Success	
The Boyhood of Lincoln	Hezekiah Butterworth
Pushing to the Front	O. S. Marden
Boy's Life of Edison	Wm. H. Meadowcroft
With the Men Who Do Things	A. R. Bond
High Benton	Wm. Heyliger
Captains Courageous	R. Kipling
Tommy Remington's Battle	Burton E. Stevenson
The Widow O'Callaghan's Boys	G. Zollinger
Sandsy's Pal	Gardner Hunting
Marty Lends a Hand	Harold S. Latham
8. Heroes of Chivalry	
Story of Roland	James Baldwin
Knights of the Golden Spur	R. S. Holland
Dick in the Desert	James Otis
Men of Iron	Howard Pyle
The Story of King Arthur and His Knights	Howard Pyle
The Story of the Grail and the Passing of Arthur	Howard Pyle
Ivanhoe	Sir Walter Scott
Story of Sir Galahad	M. S. Sterling
The Story of the Other Wise Men	Henry Van Dyke
A Book of Golden Deeds	Charlotte Yonge
9. Heroes of Humor	
Story of a Bad Boy	Thomas B. Aldrich
Phaeton Rogers	R. Johnson
The Varmint	Owen Johnson
Toby Tyler; or Ten Weeks With a Circus	James Otis
Mr. Stubb's Brother	James Otis
A Jolly Fellowship	Frank R. Stockton
The Adventures of Huckleberry Finn	Mark Twain
The Adventures of Tom Sawyer	Mark Twain
A Connecticut Yankee in King Arthur's Court	Mark Twain
Being a Boy	Charles D. Warner
10. Heroes of Sports	
For the Honor of the School	Ralph Henry Barbour
Danny Fists	Walter Camp
Bartley, Freshman Pitcher	William Heyliger
Tom Brown's School Days	T. Hughes
Pitching in a Pinch	Christy Mathewson
The School Days of Elliott Gray, Jr.	Colton Maynard
College Years	Ralph D. Paine
Harding of St. Timothy	A. S. Pier
Batter-Up	Hawley Williams
Baby Elton, Quarterback	Leslie Quirk

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MERIT BADGE LIBRARY

TELLS HOW TO WIN MERIT BADGES ON THE UNDERNOTED SUBJECTS

These pamphlets describe in detail how to meet the various tests enumerated in the "Handbook for Boys." They also give sketches of the lives of men famous as masters of merit badge subjects and contain a chapter on vocational guidance and self-helps for Scouts whenever the pamphlet lends itself to such treatment.

The following pamphlets are now available through the Department of Scout Supplies, at

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CONSTITUTION
and
BY-LAWS
of the
BOY SCOUTS
of
AMERICA

As Adopted by the Incorporators of
Boy Scouts of America

As Amended to July 1, 1922

In accordance with the provisions of the Act of Congress of June 15, 1916, entitled "An Act to Incorporate the Boy Scouts of America and for other purposes."

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PERMANENT PROTECTION PROVIDED BY CONGRESS

An act to incorporate the Boy Scouts of America, and for other purposes

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That Colin H. Livingstone and Ernest P. Bicknell, of Washington, District of Columbia; Benjamin L. Dulaney, of Bristol, Tennessee; Milton A. McRae, of Detroit, Michigan; David Starr Jordan, of Berkeley, California; F. L. Seely, of Asheville, North Carolina; A. Stamford White, of Chicago, Illinois; Daniel Carter Beard, of Flushing, New York; George D. Pratt, of Brooklyn, New York; *Dr. Charles O. Hart, of Philadelphia, Pa.; Franklin C. Hoyt, Jeremiah W. Jenks, Charles P. Neill, Frank Presbrey, Edgar M. Robinson, Mortimer L. Schiff, and James E. West, of New York, New York; G. Barrett Rich, junior, of Buffalo, New York; Robert Garrett, of Baltimore, Maryland; John Sherman Hoyt, of Norwalk, Connecticut; Charles C. Jackson, of Boston, Massachusetts; John H. Nicholson, of Pittsburgh, Pennsylvania; William D. Murray, of Plainfield, New Jersey; and George D. Porter, of Philadelphia, Pennsylvania, their associates and successors, are hereby created a body corporate and politic of the District of Columbia, where its domicile shall be.

Section 2—That the name of this corporation shall be "Boy Scouts of America," and by that name it shall have perpetual succession, with power to sue and be sued in courts of law and equity within the jurisdiction of the United States; to hold such real and personal estate as shall be necessary for corporate purposes, and to receive real and personal property by gift, devise, or bequest; to adopt a seal, and the same to alter and destroy at pleasure; to have offices and conduct its business and affairs within and without the District of Columbia and in the several States and Territories of the United States; to make and adopt by-laws, rules, and regulations not inconsistent with the laws of the United States of America, or any State thereof, and generally to do all such acts and things (including the establishment of regulations for the election of associates and successors) as may be necessary to carry into effect the provisions of this Act and promote the purposes of said corporation.

Section 3—That the purpose of this corporation shall be to promote, through organization, and cooperation with other agencies, the ability of boys to do things for themselves and others, to train them in scoutcraft, and to teach them patriotism, courage, self-reliance, and kindred virtues, using the methods which are now in common use by Boy Scouts.

Section 4—That said corporation may acquire, by way of gift, all the assets of the existing national organization of Boy Scouts, a corporation under the laws of the District of Columbia, and defray and provide for any debts or liabilities to the discharge of which said assets shall be applicable; but said corporation shall have no power to issue certificates of stock or to declare or pay dividends, its object and purpose being solely of a benevolent character and not for pecuniary profit to its members.

Section 5—That the governing body of the said Boy Scouts of America shall consist of an executive board composed of citizens of the United States. The number, qualifications, and terms of office of members of the executive board shall be prescribed by the by-laws. The persons mentioned in the first section of this Act shall constitute the first executive board and shall serve until their successors are elected and have qualified. Vacancies in the executive board shall be filled by a majority vote of the remaining members thereof. The by-laws may prescribe the number of members of the executive board necessary to constitute a quorum of the board, which number may be less than a majority of the whole number of the board. The executive board shall have power to make and to amend the by-laws, and, by a two-thirds vote of the whole board at a meeting called for this purpose, may authorize and cause to be executed mortgages and liens upon the property of the corporation. The executive board may, by resolution passed by a majority of the whole board, designate three or more of

*Omitted by mistake from bill.

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their number to constitute an executive or governing committee, of which a majority shall constitute a quorum, which committee, to the extent provided in said resolution or in the by-laws of the corporation, shall have and exercise the powers of the executive board in the management of the business affairs of the corporation, and may have power to authorize the seal of the corporation to be affixed to all papers which may require it. The executive board, by the affirmative vote of a majority of the whole board, may appoint any other standing committees, and such standing committees shall have and may exercise such powers as shall be conferred or authorized by the by-laws. With the consent in writing and pursuant to an affirmative vote of a majority of the members of said corporation, the executive board shall have authority to dispose in any manner of the whole property of the corporation.

Section 6—That an annual meeting of the incorporators, their associates and successors, shall be held once in every year after the year of incorporation, at such time and place as shall be prescribed in the by-laws, when the annual reports of the officers and executive board shall be presented and members of the executive board elected for the ensuing year. Special meetings of the corporation may be called upon such notice as may be prescribed in the by-laws. The number of members which shall constitute a quorum at any annual or special meeting shall be prescribed in the by-laws. The members and executive board shall have power to hold their meetings and keep the seal, books, documents, and papers of the corporation within or without the District of Columbia.

Section 7—That said corporation shall have the sole and exclusive right to have and to use, in carrying out its purposes, all emblems and badges, descriptive or designating marks, and words or phrases now or heretofore used by the Boy Scouts of America in carrying out its program, it being distinctly and definitely understood, however, that nothing in this Act shall interfere or conflict with established or vested rights.

Section 8—That on or before the first day of April of each year the said Boy Scouts of America shall make and transmit to Congress a report of its proceedings for the year ending December thirty-first preceding, including a full, completed, and itemized report of receipts and expenditures, of whatever kind.

Section 9—That Congress shall have the right to repeal, alter, or amend this Act at any time.

Approved, June 15, 1916.

CONSTITUTION
of the
BOY SCOUTS OF AMERICA

ARTICLE 1—NAME

The name of the corporation is Boy Scouts of America.

ARTICLE II—PURPOSE

The purpose of this corporation is as set forth in the original certificate of incorporation under the laws of the District of Columbia, dated February 8, 1910, and restated in Section 3 of the Charter granted by Congress June 15, 1916, as follows—"That the purpose of this corporation shall be to promote, through organization, and cooperation with other agencies, the ability of boys to do things for themselves and others, to train them in scoutcraft, and to teach them patriotism, courage, self-reliance, and kindred virtues, using the methods which are now in com-

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mon use by boy scouts," by placing emphasis upon the Scout Oath and Law for character development, citizenship training and physical fitness.

ARTICLE III—PRINCIPLES AND POLICIES

Section 1—The Boy Scouts of America maintains that no boy can grow into the best kind of citizenship without recognizing his obligation to God. In the first part of the boy scout's oath or pledge the boy promises, "On my honor I will do my best to do my duty to God and my country, and to obey the scout law." The recognition of God as the ruling and leading power in the universe, and the grateful acknowledgment of His favors and blessings, is necessary to the best type of citizenship, and is a wholesome thing in the education of the growing boy. No matter what the boy may be—Catholic or Protestant or Jew—this fundamental need of good citizenship should be kept before him. The Boy Scouts of America therefore recognizes the religious element in the training of a boy, but it is absolutely non-sectarian in its attitude toward that religious training. Its policy is that the organization or institution with which the boy scout is connected shall give definite attention to his religious life.

Only men willing to subscribe to this declaration of principle shall be entitled to certificates of leadership in carrying out the boy scout program.

The activities of the members of the Boy Scouts of America shall be carried on under conditions which show respect for the convictions of others in matters of custom and religion, as required by the twelfth Scout Law, reading, "A scout is reverent. He is reverent toward God. He is faithful in his religious duties and respects the convictions of others in matters of custom and religion."

In no case where a troop is connected with a church or other distinctively religious institution, shall scouts of other denominations or faith be required, because of their membership in the scout troop, to take part in or observe a religious ceremony distinctively peculiar to that institution or church.

Section 2—The Boy Scouts of America shall not, through its governing body or through any of its officers, its chartered councils or members, involve the Boy Scout Movement in any question of a political character, but each official and member shall have freedom of thought and action as an individual.

Section 3—In carrying out the purpose of the Boy Scout Movement as stated herein, technical military training and drill shall not be included for the reason that they are not equal in value or as suitable for boys of scout age in training for good citizenship as the program of scout activities.

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ARTICLE IV—PROGRAM

The program shall be one which recognizes the achievements of boys by the award of degrees and badges designating them progressively as tenderfoot, second class and first class scouts, and by the award of special merit badges for proficiency in the subjects of woodcraft, handicraft, civics, etc., as may be determined upon from time to time by the National Council.

The motto of the Boy Scouts of America is "Be Prepared."

ARTICLE V—MEMBERSHIP OF THE CORPORATION

Section 1—In accordance with the provisions of Sections 1 and 2 of the Act of Congress approved June 15, 1916, entitled "An Act to incorporate the Boy Scouts of America," giving the incorporators therein named the power to provide for the election of their associates and successors, the incorporators, and all persons who are duly elected and shall qualify as members of the National Council herein provided for, shall constitute the corporate membership of the Boy Scouts of America, to be known and designated collectively as the National Council of the Boy Scouts of America.

Section 2—The National Council of the Boy Scouts of America shall consist of those persons who are elected as representatives of local councils duly chartered as provided for herein, and such others not representatives of local councils as may be elected by the National Council or its Executive Board in accordance with the provisions of the By-Laws, provided, however, that this latter group shall at no time constitute a majority of the entire membership of the National Council.

Section 3—No person shall be eligible to membership in the National Council of the Boy Scouts of America who is not a citizen of the United States or has not taken the preliminary legal steps to become a citizen of the United States.

ARTICLE VI—HONORARY MEMBERSHIP

Honorary membership of the Boy Scouts of America shall consist of such citizens of the United States as may be elected by the National Council in the furtherance of the program of the Boy Scouts of America.

ARTICLE VII—OFFICERS

Section 1—Honorary Officers. The President of the United States shall be the Honorary President of the Boy Scouts of America and all living Ex-Presidents of the United States shall be Honorary Vice-Presidents, upon their acceptance. The National Council may from time to time, upon the nomination of its Executive Board, elect

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as additional Honorary Vice-Presidents, citizens of the United States who have rendered distinguished service to our country through work for boys.

Section 2—Active officers.

Clause 1—The active officers of the Boy Scouts of America shall be a President, one or more Vice-Presidents, a National Scout Commissioner, a Treasurer and a Chief Scout Executive. These officers with the exception of the Chief Scout Executive shall be elected from the membership of the National Council at its annual meeting, to serve for one year and until their successors have qualified, and shall perform the duties which usually pertain to their respective offices.

Clause 2—The President of the Boy Scouts of America shall serve as President of the National Council and Chairman of its Executive Board, and with the Treasurer shall be an ex-officio member of all committees of the National Council and its Executive Board.

Clause 3—The National Scout Commissioner shall serve as Chairman of the National Court of Honor.

Clause 4—The Chief Scout Executive shall be appointed by the Executive Board of the National Council and shall serve as the Secretary of the National Council, its Executive Board and the various committees thereof.

Clause 5—The Executive Board of the National Council shall have power to fill all vacancies occurring between the meetings of the National Council.

ARTICLE VIII—CORPORATE MEETINGS

Section 1—The National Council shall hold an annual meeting at such time and place as may be prescribed in the By-Laws for the purpose of receiving the annual reports of the officers and various committees, electing officers of the Boy Scouts of America and members of the National Council and its Executive Board, and transacting such other business as may come before the meeting. Other corporate meetings may be held as prescribed in the By-Laws.

Section 2—At any meeting of the National Council, its Executive Board or any of the committees thereof, each member present shall be entitled to one vote, and voting by proxy shall not be permitted.

ARTICLE IX—EXECUTIVE BOARD

Section 1—The Executive Board shall consist of not less than twenty-one, or more than thirty members, elected in accordance with the provisions of the By-Laws and shall exercise all the powers of the National Council during the interval between its meetings.

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Section 2—Members of the Executive Board shall be elected in such manner as is prescribed in the By-Laws so that not more than one class will expire in any one year.

ARTICLE X—ORGANIZATION OF TROOPS

The National Council shall have the power to grant and revoke charters to groups of citizens of the United States for the organization of troops of boy scouts and to issue certificates of membership in such troops to the officers and members thereof who comply with the requirements of the By-Laws. Such charters may be granted to representatives of institutions or organizations, or to groups of individuals who meet the requirements of the By-Laws.

ARTICLE XI—LOCAL COUNCILS

Section 1—For the promotion and supervision of the Scouting program in local communities, the National Council, in conformity with the provisions of the By-Laws, may grant and revoke charters to groups of citizens of the United States, representative of their respective communities, and issue certificates of membership in such council to officers and members thereof. A group so chartered shall be known as a local council and shall have jurisdiction within the territory described in its charter for the term specified in the charter.

Section 2—The powers and responsibilities of local councils shall be controlled by the Constitution and By-Laws and regulations of the National Council or its Executive Board.

Section 3—The organization policy of the Boy Scouts of America shall be such as to reduce to a minimum the machinery or organization and keep the boy scout program available as a movement as largely as is practicable. In granting charters, the jurisdiction of councils shall be confined to an area in which it is convenient and logical for boys to be brought together for cooperative effort without involving the expense of transportation or necessitating boys making long trips from their homes to a central office. A federation of one or more councils may be authorized only within a municipality or a community having such common interests as to make it desirable to have concerted efforts in securing the proper financial support for the Boy Scout Movement, and uniform action on questions of policy affecting the entire area included in the federation.

Provided, however, that no such federation shall be permitted to extend over an area in which the authorized delegates from the chartered councils are not within a convenient community radius of the headquarters of such a federation. No State organization, however, shall be permitted as such.

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ARTICLE XII—GRANTING OF COMMISSIONS AND CERTIFICATES OF MEMBERSHIP

The National Council shall have the power to issue commissions only to men who subscribe to the Scout Oath and Law and to the Constitution and By-Laws of the Boy Scouts of America, and who meet the requirements of leadership in work for boys to serve as leaders and officers in troops, local councils and the National Council; and also to issue certificates of membership in troops and local councils and in the Veteran Scout Association, Pioneer Scout Division and such other branches and departments of the work of the Boy Scouts of America as may be prescribed in the By-Laws; provided, however, such commissions or certificates shall only be issued to citizens of the United States or persons who have legally declared their intention to become citizens of the United States, or in the case of minors, to those who take an oath of allegiance to the flag and government of the United States.

ARTICLE XIII—NATIONAL COURT OF HONOR

The National Council shall establish a National Court of Honor, whose members shall serve as advisors to the National Council in all matters relating to the qualifications and requirements of the various merit badges of the Boy Scouts of America, and shall award letters of commendation or honor medals for the saving of life, and such other honors as may be approved by the Executive Board of the National Council.

ARTICLE XIV—UNIFORMS AND BADGES

The badges and other official insignia and the uniform of the Boy Scouts of America shall be made available to, and used only by, registered scouts or officials who have satisfactorily complied with the requirements prescribed by the National Council.

ARTICLE XV—FINANCES

Section 1—The necessary expenses of the Boy Scouts of America shall be met from the receipts from annual registration fees, membership dues and contributions; and the proceeds from sales of publications and supplies and from such other sources as may be determined by the National Council.

Section 2—Contributions shall be solicited in the name of the Boy Scouts of America only through or by the authority of the National Council, or by chartered local councils or troops under an arrangement agreed upon by the National Council. Boys shall not be permitted to serve as solicitors of money to pay any expenses incidental to Scouting.

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Section 3—Each chartered council shall render annually to the community in which it is located a duly audited statement of all funds collected and expended in carrying out the scout program, and shall furnish a copy thereof to the National Council for statistical purposes.

Section 4—The funds of the Boy Scouts of America shall be disbursed only upon the authorization of the Executive Board in the manner set forth in the By-Laws.

ARTICLE XVI—AMENDMENTS

This constitution may be amended at any regular meeting of the Executive Board, provided a copy of the proposed amendment has been mailed to each member of the Executive Board at least ten days before such meeting, and at any annual or special meeting of the National Council, provided that a copy of the proposed amendment or amendments is submitted to the Executive Board of the National Council at least sixty days before such annual or special meeting is to be held. The provisions of amendments so proposed shall be included in the call for the meeting at which they are to be presented for consideration, at least fifteen days in advance of the meeting.

BY-LAWS OF BOY SCOUTS OF AMERICA

ARTICLE I—THE NATIONAL COUNCIL

Section 1—Membership.

Clause 1—Each chartered council of the Boy Scouts of America shall have the right to elect annually one of its members as a member of the National Council of the Boy Scouts of America, and one additional member for every thousand boys enrolled according to the records of the National Council, who shall serve during the period for which charter has been granted to the local council.

Local Councils shall certify as to the election of members of the National Council on blanks which shall be provided for that purpose.

Clause 2—Additional members of the National Council may be elected by the National Council or the Executive Board to serve for one year or until their successors have been elected and have qualified, provided, however, that persons thus elected shall at no time constitute a majority of the entire membership of the National Council.

Clause 3—All persons elected members of the Executive Board shall upon their election become members of the National Council for the term of their election as members of the Executive Board.

Clause 4—All persons elected members of a Regional Committee shall, upon their election, become members of the National Council for the term of their election as members of the Regional Committee.

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Clause 5—Persons engaged professionally in scout work in any form shall be ineligible to membership in the National Council.

Section 2—Credentials of Members of the National Council. The National Council shall issue certificates of membership to all persons duly elected and who qualify as members of the National Council, and only those persons to whom such certificates have been issued shall be entitled to participate in or vote at the meetings of the National Council.

Section 3—Meetings.

Clause 1—The Annual Meetings of the National Council of the Boy Scouts of America shall be held during March at such time and place as may be determined upon by the Executive Board at its monthly meeting held in December.

Clause 2—Notice. A notice of the annual meeting shall be mailed to each member of the National Council at least thirty days in advance thereof, definitely indicating the time and place of the meeting.

Clause 3—Special Meetings. Special meetings of the National Council may be called by the Executive Board at any time, and shall be called upon the request of 25 members of the National Council, to be held at the office of the National Council, provided, however, that a notice of such meeting, indicating the object thereof, shall be mailed to each member of the National Council at least thirty days in advance of the meeting.

Clause 4—Quorum of National Council Meetings. Twenty-five members of the National Council shall constitute a quorum for all purposes.

Section 4—Honorary Members. Honorary members of the Boy Scouts of America may be elected by the National Council to serve for one year. Honorary members of the Boy Scouts of America, and such other persons as may be specially invited, may attend the meetings of the National Council but shall have no vote.

Section 5—Membership.

Any person who desires to strengthen and to extend the influence of the Boy Scouts of America in carrying out its program among the boys of America, to build character, to train citizens, to Americanize the boy power of our country, may become

An Associate Member, by the payment of from $1.00 to $5.00 per year to the work of the National Council of the Boy Scouts of America.

A Contributing Member, by the subscription of from $5.00 to $25.00 per year to the National Council, Boy Scouts of America.

A Sustaining Member, by the contribution of from $25.00 upward to the work of the National Council of the Boy Scouts of America.

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Associate, Contributing and Sustaining Membership carries no right to vote. Opportunity for active participation in the Movement may be found through membership in local councils, service or troop committees, or as scout leaders.

ARTICLE II—THE EXECUTIVE BOARD

Section 1—Number. The Executive Board shall consist of not less than twenty-one or more than thirty members.

Section 2—Elections. At each annual meeting of the National Council, successors to the members whose terms expire shall be elected to serve for a term of three years or until their successors have been elected and have qualified. During the interval between meetings of the National Council vacancies may be filled by the Executive Board, provided that nominations to fill such vacancies shall be referred to the sub-committee of the Board for report.

Section 3—Meetings. The Executive Board shall meet monthly except during July, August and September, at such time and place as the Board may, from time to time, direct.

Section 4—Notice of Board Meetings. A notice of all meetings shall be mailed to each member and whenever practicable, at least one week in advance of any meeting.

Section 5—Special Meetings of Executive Board. Special meetings may be called by the Sub-Committee of the Executive Board or by the Chairman of the Executive Board.

Section 6—Quorum of the Executive Board. Seven members of the Executive Board shall constitute a quorum.

Section 7—Nominations.

Clause 1—At the January meeting of the Executive Board, the Chairman shall, subject to the approval of the Executive Board, appoint five members of the National Council who shall serve as a nominating committee to make nominations at the annual meeting of the National Council for officers and members of the National Council and members of the Executive Board.

Clause 2—All nominations must be submitted in writing to the nominating committee for its consideration and recommendation to the National Council at its annual meeting.

Section 8—Program and Resolutions. At the January meeting of the Executive Board, the Chairman shall, subject to the approval of the Executive Board, appoint three or more members of the National Council as a Committee on Program and Resolutions for the ensuing annual meeting of the National Council. The notice of the annual meeting shall announce the membership of this committee and invite suggestions from each member of the National Council for the arrangement of the program and resolutions for consideration at the annual meeting. All resolutions thus submitted or which may be offered at the

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annual meeting shall be considered by this Committee and submitted to the National Council with recommendations. Insofar as practicable, the program for the annual meeting shall be sent to the members of the National Council and the local councils, 30 days prior to the meeting.

ARTICLE III—OFFICERS

Section 1—President. The President of the Boy Scouts of America shall serve as President of the National Council, Chairman of the Executive Board and ex-officio member of all the Committees thereof and perform the functions usually pertaining to that office. He shall be elected annually from the membership of the National Council and shall hold office until his successor shall have been elected and shall have qualified.

Section 2—Vice-Presidents. There shall be five vice-presidents elected annually and as far as practicable representing the different geographical sections of the country. In the order of their rank, they shall perform the duties of the President in case of his absence or inability to serve.

Section 3—National Scout Commissioner. The National Scout Commissioner shall serve as Chairman of the National Court of Honor, as provided for in Article XIV of the By-Laws.

Section 4—Treasurer. The Treasurer shall be elected annually from the membership of the National Council. He shall receive all moneys of the corporation and disburse the same as authorized by the Executive Board. He shall keep a full account of all moneys received and paid out and render a report at each meeting of the Executive Board. At each annual meeting of the National Council, he shall present a complete and detailed statement of all receipts and expenditures, together with a statement of assets and liabilities and the financial operations of each of the various departments of the Boy Scouts of America during the preceding calendar year, this statement having first been duly audited by auditors approved by the Executive Board. All funds shall be deposited in such depositories as shall be approved by the Executive Board. The Treasurer shall be bonded.

Section 5—Chief Scout Executive. The Chief Scout Executive shall be appointed by the Executive Board and shall serve as Secretary of the National Council, the Executive Board and the various committees thereof.

He shall, under the authority of the Executive Board, serve as the Executive Officer of the Boy Scouts of America and have general direction of the administrative work.

He shall keep himself informed as to conditions affecting the Scout Movement by individual and general conference with the heads of departments and scout officials throughout the country, and bring to the attention of

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members of the Executive Board information of unusual interest, and shall present to the Board for consideration and action, such matters as involve a question of policy which have not been passed upon by the Executive Board.

He shall execute, on behalf of the corporation, all documents, deeds, or notes duly authorized to be executed, and shall be the custodian of the seal of the corporation and shall affix the same, attested by his signature, to such documents, deeds or notes as may require it.

He shall keep a record of all minutes and attest the same with his signature.

He shall notify members of their election as officers or appointment as members of Committees, and shall send out notices of all meetings herein provided for.

He shall, with the approval of the Executive Board, have power to appoint a Deputy Chief Scout Executive, and to designate one or more Assistants to the Chief Scout Executive as the growth of the organization demands.

Subject to the approval of the Executive Board he shall have power to appoint and remove all employees and to direct their work.

He shall require monthly reports from the directors of the various departments of the Boy Scouts of America and shall submit such reports or a summary thereof at each monthly meeting of the Executive Board.

He shall prepare an annual report of the Boy Scouts of America for each calendar year, to be presented at the annual meeting of the National Council, and with its approval, shall transmit the same to Congress as required by the provisions of the Federal Charter.

Section 6—The officers herein provided for shall be elected by ballot at the annual meeting of the National Council, except the Chief Scout Executive. Vacancies occurring between meetings of the National Council may be filled by the Executive Board.

ARTICLE IV—COMMITTEES

Section 1—Appointment. The President shall annually with the advice and approval of the members of the Executive Board appoint the following standing committees to serve for one year or until their successors have been appointed and have qualified:

1. Sub-Committee of the Executive Board, consisting of three members.

2. Committee on Finance, consisting of three or more members.

3. Committee on Badges, Awards and Scout Requirements, consisting of nine or more members.

4. Committee on Organization and Field Work, consisting of five or more members.

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5. Committee on Camping, consisting of seven or more members.

6. Committee on Education, consisting of five or more members.

7. Library Committee, to be known as Library Commission, consisting of seven or more members.

8. Committee on Sea Scouting, consisting of seven or more members.

9. Committee on Relations with other organizations, consisting of three or more members.

10. Editorial Board, consisting of three members.

11. Committee on Scout Supplies, consisting of seven or more members.

Section 2—Duties of Committees.

Clause 1—Sub-Committee of the Executive Board. The Sub-Committee of the Executive Board, as specifically provided for in Section 5 of the Federal Charter of the Boy Scouts of America shall exercise the powers of the Executive Board in such matters as may require action between the meetings of the Executive Board.

Clause 2—Committee on Finance. The Finance Committee shall devise ways and means for obtaining funds necessary to meet the authorized budget for carrying out the work of the Boy Scouts of America.

In January of each year the Finance Committee shall present in writing an itemized estimate of the income and expense for the ensuing year, and upon the approval of the Executive Board this shall become the authorized budget for that year, and no obligations beyond the amount thus authorized shall be incurred by any Committee or agent of the organization unless especially authorized by the Executive Board and the Finance Committee.

Clause 3—Committee on Badges, Awards and Scout Requirements—The Committee on Badges, Awards and Scout Requirements shall serve as advisor to the Executive Board in all matters involving scout requirements, badges and awards. All matters involving any question requiring action by this Committee shall be referred by the Chief Scout Executive to the members by mail from time to time and acted upon by the Committee either by mail or at a stated meeting.

Clause 4—Committee on Organization and Field Work. The Committee on Organization and Field Work shall act as advisor to the Executive Board in questions involving the organization policy of the Boy Scouts of America and the problems affecting the development of field work, and shall supervise the work of the Field Department.

Clause 5—Committee on Camping. The Committee on Camping shall serve as advisor to the Executive Board in establishing and maintaining regulations for the con-

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duct of camps of the Boy Scouts of America, and shall supervise the work of the Department of Camping.

Clause 6—Committee on Education. The Committee on Education shall serve as advisor to the Executive Board in all matters involving specific educational policies and shall supervise the work of the Department of Education.

Clause 7—Library Committee. The Library Committee, to be known as the Library Commission, shall serve as advisor to the Executive Board and the various departments of the Boy Scouts of America in all matters involving the reading program of boys, and shall supervise the work of the Library Department. It shall pass upon all lists of books which may be published in any of the handbooks or other literature of the Boy Scouts of America as books worth while for boys to read, and upon all lists of books to be classified as undesirable for boys to read, because of their negative value in character development.

Clause 8—Committee on Sea Scouting. The Committee on Sea Scouting shall serve as advisor to the Executive Board on all questions involving the development of a program and plans for members of the Boy Scouts of America who wish to supplement the regular program by activities peculiar to boats and water.

Clause 9—Committee on Relations with Other Organizations. The Committee on Relations with Other Organizations shall serve as advisor to the Executive Board on all questions involving relationships with a view of making available the boy scout scheme as a program to supplement their work for boys.

Clause 10—Editorial Board. The Editorial Board shall serve as advisor to the Executive Board in all matters pertaining to publications in the name of the Boy Scouts of America or under the auspices of the Boy Scouts of America, and shall have supervision of the Publication Department and be specifically responsible for the editing of the official handbooks and the magazine known as Boys' Life, The Boy Scouts' Magazine, and the official organ known as Scouting.

Clause 11—Committee on Scout Supplies. The Committee on Scout Supplies shall serve as advisor to the Executive Board on all questions relating to equipment and supplies, including the selection and sale thereof, and shall supervise the work of the Department of Scout Supplies.

Section 3—Additional standing and special committees as may be deemed necessary may be authorized and appointed from time to time by the Executive Board. The arrangements for the meetings of all committees, including the sending out of notices, preparation of program, recording of discussions and actions made shall be under the direction of the Chief Scout Executive with the cooperation of the directors of the various departments. The

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action of any standing or special committee shall be subject at all times to the approval of the Executive Board. The chairmen of all standing committees, with the exception of the Committee on Sea Scouting and the Committee on Badges, Awards and Scout Requirements, shall be appointed from the membership of the Executive Board.

ARTICLE V—DEPARTMENTS

Section 1—For the purpose of distributing and definitely fixing responsibility for the conduct of the work of the Boy Scouts of America, there shall be the following departments:

1. Field Department.
2. Educational Department.
3. Library Department.
4. Camping Department.
5. Publication Department.
6. Supply Department.

Section 2—The heads of the various departments shall be known as "Directors," who shall, with their assistants, cooperate with the Chief Scout Executive to secure the most effective and harmonious operation of the work of the National Council as a whole and in each of its various departments. It shall be the duty of the Directors and their assistants to bring to the attention of the Chief Scout Executive in writing any suggestions, plans, or criticisms for the improvement of the work of the Boy Scouts of America in any of its departments. Each department shall be governed by the Constitution and By-Laws and rules and regulations of the Boy Scouts of America as interpreted and definitely approved by the Executive Board, through the Chief Scout Executive. All new problems and policies shall be developed in conference with the Chief Scout Executive and with the advice and cooperation of the appropriate committee and the approval of the Executive Board.

Section 3—Each department shall, through its Director render a monthly report to the Chief Scout Executive for the information of the members of the appropriate committee and the Executive Board, reviewing the work of his department for the month past and outlining plans for the future, with such suggestions and recommendations as may seem wise, and shall definitely cooperate in making Scouting and The Scout Executive the official publications of the Boy Scouts of America as helpful as possible to the men in the field by bringing to the attention of the editor by written memorandum information and suggestions for use in the publication.

Section 4—Duties and Functions of Departments.

Clause 1—Field Department. The Field Department shall be responsible for extending the Boy Scout Movement

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throughout territories subject to the authority of the United States Government and in securing through its representatives reports on conditions of scout work in the field.

It shall consider all applications for local council charters and when in accordance with the organization policies and regulations may approve the same and arrange for issuance of charters.

It shall pass upon applications for renewal of charters giving consideration to detailed reports of the activities of the councils during the preceding year to determine whether the work of the councils has been conducted in accordance with the established organization policies and regulations of the National Council and warrants the renewal of a charter.

It shall maintain a registry of men whose qualifications justify recommendation by the National Council of their employment in Scouting, and all requests for such recommendation from the local field received by any representatives of the Field Department, shall be referred to the Director thereof for his consideration and action.

It shall maintain a clearing house for the exchange of ideas and suggestions, and shall make available to all local councils a regulation bulletin and the distribution of printed forms and other material as well as such plans and experiences of local councils as might be helpful to other local councils or serve to inspire more efficient and effective work.

The Field Department shall make available to the Field a corps of men, especially qualified to do promotion work for the better understanding of the Boy Scout Movement, in order to encourage proper financial support by local communities. Men thus employed may be commissioned either as Regional Scout Executives or Assistant Regional Scout Executives or Special National Field Scout Commissioners, according to their responsibility, as may be determined by the Executive Board upon the recommendation of the Field Department.

Regional Scout Executives may be assigned to cover specific territory and shall then be designated as special epresentatives of the National Council for that particular territory. Regional Scout Executives and Assistant Regional Scout Executives shall render monthly, and the Special National Field Scout Commissioners, quarterly reports to the director of the Field Department, in writing, of their activities, with information as to the condition in the field with recommendations.

Clause 2—Department of Education. The Department of Education shall:

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1. Give leadership in conferences for scoutmasters and other scout officials throughout the country as deemed advisable from time to time;

2. Promote and develop training for leadership in Scouting throughout the country either in connection with established educational institutions or under the auspices of local councils;

3. Arrange for the presentation of the merits of the scout program and its appeal for leadership before various student bodies, educational and religious conventions and conferences;

4. Cultivate an interest in Scouting on the part of teachers and others particularly interested in educational problems through educational journals and conferences;

5. Cooperate in making Scouting, the official magazine, helpful to scoutmasters and others actively engaged in scout work through definite suggestions and general educational articles;

6. Develop correspondence courses of inspiration and instruction for scout leaders.

Clause 3—Library Department. The Library Department shall pass upon all lists of books which may be published in any of the handbooks or other literature of the Boy Scouts of America as books worth while for boys to read, and through the Directors of the Department, serve in an advisory capacity to other libraries and those engaged in work for boys in the selection of desirable books and the elimination of books not desirable.

The department shall cooperate insofar as may be practicable with other agencies, both educational and commercial, in securing the largest circulation of books and other reading matter specifically endorsed by the Boy Scouts of America.

It shall review stories for boys and manuscripts as far as practicable and make available to authors and publishers counsel which will enable them to bring their books up to a standard that will warrant the endorsement by the Boy Scouts of America and to do such other things as from time to time may be determined by the Commission, with the approval of the Executive Board, which will further extend the influence of the reading of wholesome books.

These books shall be made available for sale to all boys and others, irrespective of membership in the movement, at the lowest possible price consistent with the cost involved in editorial work, publication and distribution.

Clause 4—Department of Camping. The Department of Camping shall be responsible for the development of plans, programs and literature for the help of chartered troops and local councils in giving boys an opportunity to

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receive the benefits of camp life under the most favorable conditions and in the most economical and efficient way. It shall define and maintain regulations for the conduct of camps for boy scouts and shall be specifically charged with the supervision of all boy scout camps and enforcing the minimum requirements prescribed for leadership, facilities, program, sanitary arrangements, and menu.

Clause 5—Seascout Department.

The Seascout Department shall organize and conduct a branch of the Scout Program which shall offer to older Boy Scouts opportunity for progressive training in seamanship and water activities generally under the direction of able sea men.

Clause 6—Publication Department.

Part 1—The Publication Department, under the supervision of the Editorial Board, shall be responsible for all publications by or in the name of the Boy Scouts of America, including Boys' Life, the official magazine for boys, Scouting, the monthly bulletin for scout officials, the Handbook for Boys, and the Handbook for Scoutmasters. The responsibility for the business management and purchase of paper, printing, circulation, securing advertisements for the publications, shall be under the direction of the Director of the Department and the editorial work shall be under the direction of such editors and assistants as may be employed and assigned to specific duties by the Editorial Board with the approval of the Executive Board.

Part 2—Boys' Life, the Boy Scouts' Magazine—(a) Purpose and Policy. The purpose and policy of Boys' Life, The Boy Scouts' Magazine, shall be to provide a periodical for all boys of scout age with wholesome stories and other material of interest and educational value under conditions which will stimulate ambition and help in character development of boys. All stories and material shall be in harmony with the principles of Scouting as laid down in the Scout Oath and Law.

The magazine shall have regular departments devoted to the boy scout program and activities and particularly the various phases of woodcraft and camping and outdoor life generally.

The editorial work shall be under the direction of an editor with such associates and assistants as may be provided, who shall be responsible to him.

(b) Advertising Policy. The policy of accepting advertising for Boys' Life or other scout publications shall be such as to protect the readers of the scout publications and especially boys of the scout age from impositions. In every case the article or proposition advertised must be submitted for examination to determine whether the claims made for it are as represented, and that it is worth while for boys to have.

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(c) Management of Boys' Life. Boys' Life shall be managed in such a way as to keep its expenses within its income unless money is specifically appropriated or made available by authorization of the Executive Board, and it shall be the responsibility of the director of publications to see to it that no obligations are incurred within the calendar year beyond the resources for that year.

(d) Each member of the National Council shall receive Boys' Life without charge during his term of office as such, and actual expense involved shall be deducted from the membership or registration fee paid.

Part 3—Scouting, the official bulletin. (a) Purpose and Scope. The purpose and scope of Scouting, the bi-weekly official bulletin, shall be to help scoutmasters, assistant scoutmasters, members of local councils, members of the National Council and others engaged or interested in Scouting in a uniform interpretation of the scout movement and its policies and to make most effective their efforts in behalf of boys through the Boy Scout Movement.

(b) The management shall be under the direction of the Director of the Publication Department.

(c) The editorial work shall be under the direction of an editor and his assistants and a committee made up of the Directors of the Educational Department, the Library Department, the Field Department and the Chief Scout Executive.

(d) DISTRIBUTION. Scouting shall be made available without charge to all members of the National Council, Scoutmasters, Assistant Scoutmasters, and as provided in Article XIII, Section 3, Clause 2, to members and officials of local councils; others may receive it on payment in advance of the annual subscription price of one dollar per year.

Part 4—THE SCOUT EXECUTIVE.

A monthly bulletin known as The Scout Executive of special interest to Local Councils and paid Scout workers shall be made available. It shall be furnished free to Scout Executives, Scout Commissioners, Presidents of Local Councils and all paid officials.

Part 5—Handbooks—(a) Official handbooks and other manuals and pamphlets shall be distributed for the purpose of setting forth the scope, aim, and principles of scouting; the plan of organization; the various tests and such information as will be helpful to boys and men in carrying out the program. They shall serve as textbooks of the Boy Scout Movement.

(b) These books shall be revised from time to time as experience shows that improvements can be made and as

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advice is received from the members of the Committee on Badges, Awards and Scout Requirements, and members of the National Court of Honor, or other experts in woodcraft and outdoor life and activities. All material submitted shall be carefully considered by two or more experts, and the Editorial Board, through the Chief Scout Executive, shall determine what if any changes shall be made.

(c) All material submitted on topics dealing with any of the various scout activities shall be considered as contributions to the scout movement and when accepted shall be the property of the Boy Scouts of America with rights of copy reserved.

Clause 6—Department of Scout Supplies. The scope of this department shall be confined strictly to the sale of such items of scout supplies, equipment and printed matter for which there is a real use in carrying out the Boy Scout program and the sale of which would render a distinct service to members of the organization; provided, however, that no attempt shall be made to develop a general sales department merely for the sake of profit and that it shall always be the policy of the department to sell only goods of unquestionable quality.

All net profits from the operations of the Department of Scout Supplies shall be used in the administration and extension of the program of the Boy Scouts of America throughout the country.

No article of supplies or equipment shall be listed in the catalog or offered for sale by the Department of Scout Supplies without the approval of the members of the Committee on Scout Supplies.

The Department of Scout Supplies is specifically charged with the responsibility of protecting the Boy Scouts of America against unauthorized use of its name, or distinctive wording, or any of its badges or insignia or distinctive uniform contrary to the provisions of the patent and trade-mark laws and Act of Congress of June 15th, and the Act of Congress of June 3rd, 1916, specifically authorizing the Boy Scouts of America to use its uniform and forbidding others to use a uniform, similar to the uniforms worn by the U. S. Army, Navy, or Marine Corps, without the approval of the Secretary of War.

ARTICLE VI—PROGRAM

Section 1—The program of the Boy Scouts of America shall be carried out through the organization of boys into groups consisting of at least one and not more than four patrols of eight boys each, under the leadership of a man, of clean, virile, and high moral character, to be known as the scoutmaster. Only boys who have passed their twelfth birthday shall be eligible to membership. Authority for enrolling more than thirty-two boys in a troop may be se-

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cured from the chartered local council having jurisdiction, or in case the troop is not under the supervision of a council from the National Council.

Section 2—All scouts must know and subscribe to the Scout Oath and Law as follows:

THE SCOUT OATH

On my honor I will do my best—

1. To do my duty to God and my country, and to obey the scout law;

2. To help other people at all times;

3. To keep myself physically strong, mentally awake, and morally straight.

THE SCOUT LAW

1. A scout is trustworthy.

A scout's honor is to be trusted. If he were to violate his honor by telling a lie, or by cheating or by not doing exactly a given task, when trusted on his honor, he may be directed to hand over his scout badge.

2. A scout is loyal.

He is loyal to all to whom loyalty is due: his scout leader, his home, and parents and country.

3. A scout is helpful.

He must be prepared at any time to save life, help injured persons, and share the home duties. He must do at least one good turn to somebody every day.

4. A scout is friendly.

He is a friend to all and a brother to every other scout.

5. A scout is courteous.

He is polite to all, especially to women, children, old people, and the weak and helpless. He must not take pay for being helpful or courteous.

6. A scout is kind.

He is a friend to animals. He will not kill nor hurt any living creature needlessly, but will strive to save and protect all harmless life.

7. A scout is obedient.

He obeys his parents, scoutmaster, patrol leader, and all other duly constituted authorities.

8. A scout is cheerful.

He smiles whenever he can. His obedience to orders is prompt and cheery. He never shirks nor grumbles at hardships.

9. A scout is thrifty.

He does not wantonly destroy property. He works faithfully, wastes nothing, and makes the best use of his opportunities. He saves his money so that he may pay

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his own way, be generous to those in need, and helpful to worthy objects. He may work for pay, but must not receive tips for courtesies or good turns.

10. A scout is brave.

He has the courage to face danger in spite of fear, and to stand up for the right against the coaxings of friends or the jeers or threats of enemies, and defeat does not down him.

11. A scout is clean.

He keeps clean in body and thought, stands for clean speech, clean sport, clean habits, and travels with a clean crowd.

12. A scout is reverent.

He is reverent toward God. He is faithful in his religious duties, and respects the convictions of others in matters of custom and religion.

TENDERFOOT SCOUT

Section 3—Upon demonstrating to the satisfaction of the scoutmaster his ability to repeat the Scout Oath and the Law in full and his thorough knowledge of their meaning, and upon passing the following tests, the boy formally subscribes to the oath and law and is registered as a tenderfoot scout, and is then entitled to wear the tenderfoot badge and the official uniform of the Boy Scouts of America.

1. Know the Scout Law, motto, sign, salute, and significance of the badge.

2. Know the composition and history of the national flag and the customary forms of respect due to it.

3. Tie the following knots; square or reef, sheet-bend, bow-line, fisherman's knot, sheep-shank, slip, clove hitch, timber hitch and two half hitches.

SECOND CLASS SCOUT

Section 4—A tenderfoot scout may, upon passing the following tests to the satisfaction of the proper local scout authorities, be enrolled as a second class scout and is entitled to wear the second class badge of the Boy Scouts of America.

1. At least one month's service as a tenderfoot.

2. Elementary first aid and bandaging: know the general directions for first aid for injuries; know treatment for fainting, shock, fractures, bruises, sprains, injuries in which the skin is broken, burns, and scalds; demonstrate

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how to carry injured, the use of the triangular and roller bandages and tourniquet.

3. Elementary signaling: know the alphabet of the Semaphore or the General Service (International Morse) Code.

4. Track half a mile in twenty-five minutes; or, if in town, describe satisfactorily the contents of one store window out of four observed for one minute each.

5. Go a mile in twelve minutes at scout's pace—about fifty steps running and fifty walking, alternately.

6. Use properly knife or hatchet.

7. Prove ability to build a fire in the open, using not more than two matches; care for and put it out.

8. Cook a quarter of a pound of meat and two potatoes in the open without any cooking utensils.

9. Earn and deposit at least one dollar in a public bank.

10. Know the sixteen principal points of the compass.

FIRST CLASS SCOUT

Section 5—After sixty days' service as a second class scout, a scout may, upon passing the following tests to the satisfaction of the local scout authorities, be enrolled as a first class scout and is entitled to wear the first class badge of the Boy Scouts of America.

1. Swim fifty yards.

2. Earn and deposit at least two dollars in a public bank.

3. Send and receive a message by Semaphore, including conventional signs, thirty letters per minute, or by the General Service Code (International Morse), sixteen letters per minute.

4. Make a round trip alone (or with another scout) to a point at least seven miles away (fourteen miles in all), going on foot, or rowing boat, and write a satisfactory account of the trip and things observed.

5. Advanced first aid: know the methods for panic prevention; what to do in case of fire, ice, electric, and gas accidents; how to help in case of runaway horse, mad dog, or snake bite; treatment for dislocations, unconsciousness, poisoning, fainting, apoplexy, sunstroke, heat exhaustion and freezing; know treatment for sunburn, ivy poisoning, bites and stings, nosebleed, earache, toothache, inflammation or grit in eye, cramp or stomach ache, and chills; demonstrate artificial respiration.

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6. Prepare and cook satisfactorily, in the open, using camp cooking utensils, two of the following articles as may be directed: Eggs, bacon, hunter's stew, fish, fowl, game, pan-cakes, hoe-cakes, biscuit, hardtack or a "twist," baked on a stick, explain to another boy the methods followed.

7. Read a map correctly, and draw, from field notes made on the spot, an intelligible rough sketch map, indicating by their proper marks important buildings, roads, trolley lines, main landmarks, principal elevations, etc. Point out a compass direction without the help of the compass.

8. Use properly an ax for felling or trimming light timber; or produce an article of carpentry, cabinet-making, or metal work made by himself. Explain the method followed.

9. Judge distance, size, number, height, and weight within 25 per cent.

10. Describe fully from observation ten species of trees, or of plants, including poison ivy, by their bark, leaves, flowers, fruit, or scent; or six species of wild birds by their plumage, notes, tracks, or habits; or six species of native wild animals by their form, color, call, tracks, or habits; find the North Star, and name and describe at least three constellations of stars.

11. Furnish satisfactory evidence that he has put into practice in his daily life the principles of the Scout Oath and Law.

12. Enlist a boy trained by himself in the requirements of a tenderfoot.

Merit Badges

Section 6—First class scouts and scout officials who pass, to the satisfaction of the local court of honor, such tests as may be published from time to time in the official handbooks for the various merit badges, may receive, under the supervision of the National Court of Honor, merit badges in the following subjects, and such additional subjects as may be decided upon from time to time.

List of Merit Badges

Agriculture	Bee Keeping
Archery	Bird Study
Angling	Blacksmithing
Architecture	Botany
Art	Bugling
Astronomy	Business
Athletics	Camping
Automobiling	Carpentry
Aviation	Chemistry

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List of Merit Badges (Continued)

Civics	Music
Conservation	Painting
Cooking	Pathfinding
Craftsmanship	Personal Health
Cycling	Photography
Dairying	Physical Development
Electricity	Pioneering
Firemanship	Plumbing
First Aid	Poultry Keeping
First Aid to Animals	Printing
Forestry	Public Health
Gardening	Safety First
Handicraft	Scholarship
Hiking	Sculpture
Horsemanship	Seamanship
Interpreting	Signaling
Leather Working	Stalking
Life Saving	Surveying
Machinery	Swimming
Marksmanship	Taxidermy
Masonry	Wireless
Mining	

Section 7—The first class scout who passes to the satisfaction of the local court of honor the merit badge tests as prescribed in First Aid, Physical Development or Athletics, Personal Health, Public Health and Life Saving or Pioneering will be designated as a LIFE SCOUT.

Section 8—The life scout who successfully passes five additional merit badge tests in addition to the five he passes in order to quality as a life scout, will be designated as a STAR SCOUT.

Section 9—The first class scout who passes to the satisfaction of the local court of honor merit badge tests in First Aid, Life Saving, Personal Health, Public Health, Cooking, Camping, Civics, Bird Study, Pathfinding, Pioneering, Athletics or Physical Development, with ten additional Merit Badge tests, will be designated as an EAGLE SCOUT.

ARTICLE VII—BADGES AND INSIGNIA

Section 1—Badges. All of the badges and insignia of the Boy Scouts of America are specifically protected by the U. S. Patent and Trade-mark Laws and the provisions of the charter granted by Congress June 15th, 1916, and shall be used exclusively by scouts and officials registered and in good standing according to the records at the National Headquarters, who qualify in accordance with the provisions herein set forth, or as may be prescribed from time to time in the official handbooks issued by the National Council.

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All badges and insignia shall remain the property of the Boy Scouts of America subject to recall for cause by the National Council or their duly authorized representatives.

Section 2—Different Classes.

Clause 1—The Tenderfoot badge is in accordance with the design as reproduced herein and so labelled.

Clause 2—The Second Class badge is in accordance with the design as reproduced herein and so labelled.

Clause 3—The First Class badge is a combination of the Tenderfoot and Second Class badges in accordance with the design as reproduced herein and so labelled.

Clause 4—Other badges based upon the first class badge with certain additions and modifications as set forth in the official handbooks from time to time are used to designate other ranks in Scouting.

Clause 5—The merit badges, including some figure or symbol indicative of the subject for which they are awarded, are as set forth in the official handbooks. These also are fully protected by the copyright laws and provisions of the charter granted June 15, 1916.

ARTICLE VIII—SIGN, SALUTE AND HANDCLASP

Section 1—The Scout Sign. The three fingers held up, palm front the thumb resting on the nail of the little finger is the scout sign, and reminds the scout of his three promises in the Scout Oath.

Section 2—The Scout Salute. The scout salute is rendered by raising the right hand with the fingers held as in the scout sign, to the forehead, or to the brim of the hat, palm being turned to the left, the fingers being in front of the corner of the eye, and the forearm making an angle of forty-five degrees with the horizontal. The scout salute is always rendered with the right hand.

Section 3—The Scout Handclasp. The boy scout handclasp is made with the right hand, the fingers in the same relative position as in making the scout sign. The three fingers extended represent the three parts of the Scout Oath; and the bent position of the thumb and little finger represents the knot or tie that binds these parts together into a strong unity. One scout shakes hands with another by a good warm handclasp with the three middle fingers extended in a straight line along the other's wrist, and with the thumb and the little finger clasped around the other's fingers.

ARTICLE IX—UNIFORMS

Section 1—The Boy Scout Uniform. The Boy Scout Uniform is specifically authorized by an act of Congress approved June 3, 1916, and is protected by the provisions of the Federal Charter, June 15th, 1916. It consists as follows: Hat—khaki colored, flat, broad brimmed; shirt—

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khaki colored, with two Stanley pockets, lettering "Boy Scouts of America," in red over right pocket, metal buttons with scout insignia; coat—roll collar, two Stanley breast pockets, two bellows side pockets, box pleat in back from belt to yoke, metal buttons with scout insignia, lettering as for shirt; mackinaw, optional wool; neckerchief—troop color, standard size, 28 x 32 inches, worn inside of coat; four-in-hand, optional, in place of neckerchief; breeches—khaki colored, American Army pattern with two hip, two front top pockets and one watch fob pocket; shorts—khaki colored, optional, instead of breeches for camp or summer use; belt—khaki colored, web, with patent fastener; stockings—khaki colored.

The uniform for Scout Officials is as follows: Hat, shirt and tie similar to that worn by scouts; coat, with loose roll collar, two Stanley breast pockets, two large bellows pockets, inside pockets, semi-fitting back with two pleats running to a yoke across the shoulders; vest, khaki colored; breeches, same as for scouts, reinforced knees; trousers permitted for special use, khaki colored; leather leggings, dark shade tan with straps.

Material for the above coats, breeches, etc., shall be determined by the local council, or in case there is no local council, by the local troop organizations. The question of whether the coat shall or shall not be prescribed for scout use shall be determined in the same way.

Imitation of the U. S. Army, Navy or Marine Corps uniform is prohibited, in accordance with provisions of Act of Congress, approved June 3, 1916.

Section 2—Protection. The sale and use of the scout uniform shall be restricted to scouts and scout officials who are registered and in good standing according to the records at the National Headquarters. It shall be the responsibility of all members of the Boy Scouts of America and especially of all commissioned officers and chartered councils to cooperate with the National Council in preventing the use of the official boy scout uniform by those who are not members of the organization in good standing.

Section 3—Distribution. The uniform shall be issued only through the Supply Department of the Boy Scouts of America or through agents recommended and approved by duly chartered local councils of the Boy Scouts of America, or the Executive Board.

Section 4—When to Use. The Boy Scout uniform is intended primarily for use in connection with the activities of the Boy Scout Movement, but its use may be authorized by local scout officials under conditions and for purposes not inconsistent with the principles of Scouting and the boy scout program provided, however, the uniform shall not be used: 1—When soliciting funds or engaging in any selling campaigns, 2—when engaging in distinctive political

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endeavor; 3—when appearing upon the stage professionally without specific authority from the Executive Board.

Section 5—Neither Scouts nor Scout officials shall wear the scout uniform or any official Scout badges and insignia outside the limits of the United States without special credentials from the National Council issued through the Executive Board, authorizing them to do so.

ARTICLE X—CLASSES OF SCOUTS

Section 1—Boys who qualify as herein set forth may be enrolled as Active, Associate, Pioneer or Veteran Scouts.

Section 2—Active Scout. An Active Scout is one who with the approval of his parents or guardian becomes a member of a regular troop and obligates himself to attend the meetings regularly.

Section 3—Associate Scout. Any member of a troop of boy scouts who, in the judgment of the scoutmaster and the troop committee is unable to meet the requirements of active membership may be carried on the troop records as an Associate Scout, provided, however, he will attend at least one meeting of a troop within the year and in all other respects be guided by the obligations of an Active Scout.

Section 4—Pioneer Scout. In cases where, upon investigation, it is found that a boy cannot through affiliation with a regular troop secure the benefits of Scouting, he may be enrolled as a member of the Pioneer Scout Division and be known as a Pioneer Scout, and be permitted to carry out the scout program by correspondence with the National Council until such time as he can become a member of a regular troop.

Section 5—Veteran and Ten Year Scouts. After five years of service in the Movement, a first class scout may, upon application, become a life member of the Veteran Scout Association with the designation of Veteran Scout, provided he agrees to live up to his scout obligation, to keep local scout authorities in the community in which he lives informed as to his availability for service to the community in case of any emergency, and further to take an active part in the promotion of the cause of Scouting, as the circumstances and conditions in his case permit. This degree shall also be open to all scout officials who have been members of the Boy Scouts of America for five years.

A special badge for scouts and scout officials who have completed five years' service in Scouting, and still another, appropriate for ten year service, shall be made available, provided the above requirements are fulfilled.

ARTICLE XI—LOCAL ORGANIZATION AND CHARTERS

Section 1—Troop Organization.

Clause 1—Institutions. For the organization of

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troops of boy scouts, charters may be granted to institutions upon application from the duly constituted authorities of such institutions upon blanks provided for that purpose. Such applications shall obligate the institutions to provide adequate facilities, supervision and leadership for at least one year and to make an effort to provide the members of the troop with an opportunity to spend a week or more in a summer camp conducted according to the prescribed standards.

Clause 2—Independent Troops. While the organization of troops in connection with existing institutions shall be preferred, when conditions warrant, a charter may be granted for the organization of a troop independent of any relationship with an existing institution, provided, however, that the applicants are citizens of the United States and men of high moral character, whose interest is primarily in helping boys, through the scouting program, and who shall have the resources to provide the necessary facilities, supervision and leadership. In such cases the obligations upon the applicants for a charter shall be the same as those required of institutions.

Clause 3—Renewals. Troop charters may be renewed upon application where the evidence shows a satisfactory effort to carry out the scout program as set forth in the official handbooks and compliance with the regulations of the Boy Scouts of America.

Clause 4—Local Council Approval. In territory supervised by a local council, all applications for troop charters, new and renewal, shall be granted only upon the favorable recommendation of the local council.

Clause 5—The Troop Committee. Each chartered troop of the Boy Scouts of America shall be under the supervision of a troop or boys' work committee, consisting of three or more male citizens of the United States, twenty-one years of age or over, selected by the institution with which the troop is connected or, in the case of an independent troop, of those who make application for the troop charter, one of whom shall be designated as chairman.

Members of a troop committee may wear the uniform of the Boy Scouts of America as prescribed for scout officials with such badges and insignia as are prescribed for members of troop committees, and may upon application, at their expense, receive certificates of membership.

The troop committee shall be responsible for:

1. The selection of a scoutmaster and one or more assistant scoutmasters.

2. Providing proper facilities for meetings.

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3. Advising with the scoutmaster from time to time on questions of policy affecting the proper interpretation of scouting and the requirements of the institution with which the troop is connected.

4. The observance of the rules and regulations of the National Council of the Boy Scouts of America.

5. Encouraging the scoutmaster and his assistants and the members of the troop in carrying out the boy Scout Program.

6. The operation of the troop in such a way as to insure its permanency.

7. The finances, including the securing of adequate support and the proper disbursement of funds.

8. The troop property.

9. Securing suitable opportunity for the members of the troop to spend one or more weeks in camp, with adequate facilities and supervision.

10. Assuming active direction of the troop in case of the inability of the scoutmaster to serve, until his successor has been appointed and commissioned.

Clause 6—Representation. In communities supervised by local councils, each chartered institution shall be entitled to elect one of its members, not the scoutmaster, as a member of the local council; and in the case of an independent troop, one representative citizen of the United States identified with the work of that troop, not the scoutmaster, may be elected by the Troop Committee to membership on the Local Council, provided, however, in the larger communities where the local council work is sub-divided among district committees, the representatives of troops shall be appointed to the committee in charge of the district in which the troop holds its regular meetings and the district committee shall, in turn, elect delegates to the local council in accordance with the provisions of the constitution and By-Laws of the local council.

Clause 7—Contributions. Each institution or other independent group of citizens having a charter to conduct a troop of scouts, shall be given an opportunity annually to contribute to the financial support of the National Council and provide for the further extension of the Boy Scout Program throughout the country.

Section 2—Local Council Organization.

Clause 1—Purpose. In order to relieve the National Council to the fullest extent practicable of the responsibility for leadership and supervision of troops of scouts, and the extension of the Boy Scout Movement, it shall be the policy of the National Council, through its Field Department, to encourage the organization of local councils in

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towns, cities, and counties throughout the country, in accordance with the organization policy herein set forth, when such local councils provide an adequate budget for the maintenance of the local headquarters, the conduct of a boy scout camp, and the employment of one or more men one of whom shall act as Scout Executive and devote his entire time to the promotion and supervision of the program of the Boy Scouts of America. Councils thus organized and chartered shall be known and designated as councils of the first class.

Clause 2—Provisional Councils. Pending the organization as councils of the first class, the Field Department may in its discretion grant provisional or temporary charters to villages, towns or small cities. Such councils shall be known and designated as councils of the second class.

Clause 3—When Issued. All applications for charters shall be accompanied by a copy of the proposed constitution and by-laws and evidence showing that it will be for the best interests of the boys of the community and the Boy Scout Movement to have a chartered council as well as evidence showing that those who are making the application are in a position to perform the functions of the local council in a manner which would justify the issuance of a charter.

Clause 4—Renewals. All local council charters shall expire at the end of each calendar year and may be renewed upon application accompanied by reports or other evidence which may be requested by the Field Department, showing satisfactory effort to meet the responsibilities of a local council as herein provided.

Clause 5—Jurisdiction. Applications for local council charters shall be made on behalf of a town, city or county for which the charter is desired, and the authority and responsibility granted by the charter shall be confined to the territory as prescribed by such town, city or county, for the local government thereof.

In the case of county councils, however, no city which in the judgment of the Field Department has the population and resources to provide adequate leadership to conduct scout work as a council of the first class shall be included within the county organization, and the right shall be reserved to any other town or city within the county to withdraw from the jurisdiction of the county council, for the purpose of securing a charter as a council of the first class to supervise the work of such community.

Clause 6—Affiliation. Pending the organization of a county council, any village or town in the immediate neighborhood of a city chartered as a council of the first class, may upon application to the Field Department upon blanks provided for that purpose, arrange for affiliation with such council on a provisional basis. Applica-

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tions for affiliation shall set forth in detail the advantages to the Scout Movement for favorable action thereon. Such affiliation, after investigation, may be authorized when deemed advisable and may continue from year to year with the right of either party to terminate the affiliation at the time of the renewal of the local council charter, or when a first class council has been organized and chartered to include the affiliated community.

The designation of troops in a territory affiliated with a council of the first class shall be known by the name of the community in which the troop is located. In case there are two or more troops in a community from which an application for affiliation is made, and the duly authorized representatives thereof do not agree as to the desirability of affiliation, the Field Department may exercise its discretion in passing upon the application. If affiliation is authorized, it shall be inclusive of all organized troops within that community.

Clause 7—Federation. A federation or interlocking organization of two or more councils shall be permitted only when, as in the case of Greater New York, it is found desirable to charter one or more councils within a municipality or within a county or other thickly populated area, provided, however, such federation comes within the controlling organization policy of the Boy Scouts of America as set forth in Article XI of the Constitution, limiting the area for which a charter may be granted. In such cases where a federation is permitted, there shall be a governing body of such federation made up of delegates from each of the chartered councils for the purpose of securing uniform action on questions of finances and questions of policy affecting the entire municipality or territory covered by the federation, and exercising such other powers as the constituent duly chartered councils shall, with the approval of the Executive Board of the National Council, confer upon it.

No state organizations shall be permitted, nor shall any other district organizations be permitted except as herein provided.

Clause 8—Representation. The membership of all local councils shall include representation from organized troops as provided for in Clause 6 of Section 1 of this article, together with representatives of the various religious, civic, educational and business interests of the community. All applications for charters shall be made on behalf of the community.

No state organization shall be permitted, nor shall any other district organizations be permitted except as herein provided.

Clause 9—Membership. Only male citizens of the United States or those who have legally declared their in-

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tentions of becoming citizens of the United States and are twenty-one years of age or over and who agree to promote the scout program as prescribed by the National Council of the Boy Scouts of America, shall be eligible to membership in local councils. They shall be entitled to wear the scout uniform and insignia, provided for members of local councils, and may, upon application, receive certificates of membership.

Clause 10. Duties of Local Councils. It shall be the duty of chartered councils to provide leadership and supervision of all scout activities within the territory covered by their charters, in such a manner as to insure compliance with the provisions of the Constitution and By-Laws of the National Council and the regulations thereof as set forth in the official Handbooks, or as may be announced in the official bulletin, Scouting, or otherwise, from time to time.

Local councils shall be specifically charged with the responsibility to guard against the use of the scout uniform or insignia by boys or men not officially registered with the National Council, and to bring to the attention of the National Council any violation of regulations not within their power to prevent, or any attempt to commercialize the Boy Scout Movement.

They shall through their Scout Executive or other representative make the benefits of the scout program known to all agencies or institutions having a contact with boy life and cooperate in the organization of troops, so that boys over 12 years of age may have the benefit of the scout program.

They shall provide means for securing and training men to serve as scoutmasters and assistants and endeavor to provide facilities and leadership in order that boys under their jurisdiction may have an opportunity to spend one or more weeks in camp in accordance with the prescribed standards for scout camps.

They shall provide courts of honor in order that boys may meet the requirements in the various scout tests as prescribed in the official handbook, under such conditions as will reduce to a minimum the necessity of a boy's travelling a great distance from his home or of interfering with his school work or home duties.

They shall render annual reports to the National Council on blanks prescribed for that purpose, supplementing the same with such information as may be of interest or help to others engaged in scout work.

Clause 11—Contributions. Each local council shall be given an opportunity annually to contribute to the financial support of the National Council and provide for the further extension of the scout program throughout the country.

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Section 3—Regional Organization.

Clause 1—Regional Districts. In order to secure greater effectiveness in extending the Scout Movement and greater facility in supervision, the territory of the United States shall be divided into regions, the number of which shall be determined by the Committee on Organization and Field Work. Regional boundaries shall follow state lines.

Clause 2—Regional Committees. The work of extension and supervision shall be carried on in each region by a Regional Committee, the membership of which shall include the regularly elected delegates to the National Council of all local councils in the region, and such other residents of the region as may be elected annually by the Regional Committee, provided, however, that this latter group shall at no time constitute a majority of the entire membership of the Regional Committee.

Members of a Regional Committee shall, for the term of their service on this committee, be also members of the National Council.

Clause 3—Officers. One member of each Regional Committee shall be elected chairman, who shall become, ex-officio, a member of the National Committee on Organization and Field Work. The Regional Scout Executive shall serve as Secretary of the Regional Committee and of its Executive Committee.

Clause 4—Executive Committee. Each Regional Committee shall elect annually from its membership an Executive Committee which shall meet at such times and places as the chairman may direct, and shall exercise the authority and responsibility of the Regional Committee in the interval between its meetings.

Clause 5—Meetings. Regional Committee shall meet at least twice a year, and at such other times and at such places as their respective Chairman may direct.

Clause 6—Duties. The functions of Regional Committees shall be in general, promotional, advisory, and cooperative in carrying out the policies and program as outlined by the National Council. Their duties shall include:

1. The study of conditions in the region as they affect boys and their needs.

2. The development of methods for meeting those conditions.

3. The development of plans for organizing the unorganized territory.

4. The equitable distribution and collection of the National quota.

5. The development of regional sub-committees on camping, education, etc.

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6. Dealing with inter-council relations as they may rise within the region.

7. Inter-council visitation.

8. Special duties specifically assigned by National Council.

ARTICLE XII—LEADERSHIP

Section 1—In accordance with Article XII of the constitution, the National Council may issue commissions to men to serve as scoutmasters, assistant scoutmasters, scout commissioners, deputy scout commissioners, assistant deputy scout commissioners, scout executives, assistant scout executives, field scout executives, regional scout executives, assistant regional scout executives and special national field scout commissioners. The above officials with the exception of the assistant scoutmaster, must be at least 21 years of age.

Section 2—Scoutmasters. The success of the boy scout program is dependent upon the scoutmaster. His conception of the rules, spirit and purpose of scouting and the quality of his leadership control the possibilities for practical results in the work of the boys. For this reason, the greatest care should be exercised by all concerned in recommending men for such commissions. A scoutmaster shall be at least twenty-one years of age and shall be chosen because of good moral character and his interest in work for boys. He need not be an expert in all of the scout activities but should be able to command the respect of boys in the management of his troop. He should attend all meetings and outings of the troop, delegate as much of his duties as possible to assistants and patrol leaders and make use of different experts in the various activities included in the scouting program. He, with the troop committee, is responsible for the general program and supervision of the work of the troop. All recommendations for commissions for men to serve as scoutmasters shall originate with the troop committee and be submitted on blanks provided for that purpose. In communities supervised by local councils, the recommendation of the troop committee shall be approved by the local council.

Section 3—Assistant Scoutmaster. Each troop should have one or more assistant scoutmasters. Assistant scoutmasters shall be at least eighteen years of age and may be selected and promoted because of their experience as members in a troop and efficiency in Scouting. An assistant scoutmaster performs such duties as may be assigned by the scoutmaster.

All recommendations for commissions as assistant scoutmasters originate with the troop committee and require the approval of the local council if there be such, hav-

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ing jurisdiction of the troop for which the scoutmaster is commissioner.

Section 4—Scout Commissioners. The scout commissioner is the ranking commissioned official in Scouting of the community. He receives his commission from the National Council upon the nomination of the local council; he serves without compensation in the same manner as a scoutmaster. The duties vary according to the size of the community, local conditions, and leadership available. In larger communities, where the detail work requires systematic and regular attention beyond what is reasonably to be expected of a volunteer worker, a scout executive is employed and commissioned by the National Council.

In such a case the local council, by a resolution, definitely fixes the responsibility of the scout commissioner and the scout executive in order to prevent conflict of authority and make clear the responsibility of the Scout Executive to the Executive Board of the local council in all matters excepting those specifically assigned to the Scout Commissioner. In many communities the position of the Scout Commissioner is honorary.

Section 5—Deputy Scout Commissioners. Commissions may be issued to men twenty-one years of age and over to serve as deputy scout commissioners. Their duties vary according to local conditions and the leadership available, and should be specifically fixed in each instance by resolution of the local council. When a scout executive is employed, pending the development of conditions warranting the employment of field executives, the voluntary services of deputy scout commissioners may be continued, subject, however, to the supervision and direction of the scout executive.

Section 6—Assistant Deputy Scout Commissioners. In large communities where Deputy Scout Commissioners are assigned to special districts, commissions may be issued upon the recommendation of the local council to men to serve as assistant deputy scout commissioners. In such cases their duties shall be assigned by the Deputy Scout Commissioner, with the approval of the local council.

Section 7—Scout Executive. Commissions as Scout Executives will be granted to men employed by local councils to serve as Executive Officers. The Scout Executive serves as secretary of the local council, its Executive Board and the various committees thereof. He works under the direction of the Executive Board and has general direction and supervision of scout activities within the jurisdiction of the council. As provided for in Section 4 of this article relating to Scout Commissioners, the duties of the Scout Executive are definitely fixed by resolution of the Executive Board of the local council.

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Section 8—Assistant and Field Scout Executive. Commissions may be issued to men employed as Assistant Scout Executives. Whenever such assistants are assigned special districts, they shall be designated and commissioned as Field Scout Executives. Their duties shall be as defined by the Scout Executive with the approval of the Executive Board of the local council.

Section 9—Regional Scout Executives. As provided for in Clause one, Section four of Article five, men employed to work in the Field Department shall be designated and commissioned as National Field Scout Executives or Assistant National Field Scout Executives.

Section 10—Special National Field Scout Commissioners. The Field Department may avail itself of the services of men, who by reason of their professions or the positions they hold, may be able to cooperate in the extension of the Boy Scout program. Such men may receive commissions as Special National Field Scout Commissioners.

ARTICLE XIII—DUES

Section 1—Each troop of Boy Scouts shall pay to the National Council annually, through the local council, if there be one, a registration fee of $4.00, with an additional fee of 50 cents for each member enrolled in excess of eight either as active or associate scouts. When additional names of new members are added to the troop, they may be registered on the following basis: if the unexpired period for which the troop is registered is more than nine months, the fee of the new scouts shall be 50 cents each; if the period is more than six and less than ten months, the fee shall be 40 cents; if for a period of six months or less, 30 cents. Scouts reregistering pay the full fee of 50 cents irrespective of the date of payment.

Section 2—

Clause 1—Annual registration fees of local councils to the National Council shall be as follows: For all councils covering a jurisdiction with a population of 25,000 or under $25.00; over 25,000 and under 100,000, $50.00; over 100,000 and under 400,000, $75.00; over 400,000, $100.00.

This registration fee entitled the local council, upon compliance with these By-Laws and the rules and regulations of the National Council, to a charter renewable annually on December 31st of the current year.

Clause 2—Each chartered council shall annually be given an opportunity to make a volunteer contribution for the expenses of the National Council and the further extension of the Scout Program.

Section 3—Delegates elected to the National Council as representing local councils. Members at Large and

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Honorary Members of the National Council shall pay no membership fees.

Section 4—Scoutmasters, assistant scoutmasters, commissioners and other commissioned officers who give volunteer services for the promotion of the scout program shall not be required to pay any fee but in each case shall be given an opportunity to make a volunteer contribution toward the expenses of the National Council and for the further extension of the boy scout program. This shall also apply to troop committee men and local and national council members.

ARTICLE XIV—NATIONAL COURT OF HONOR

Section 1—The National Court of Honor shall consist of citizens of the United States of sterling personal character and notable achievement in those lines of activity which are represented by the various merit badges awarded by the Boy Scouts of America, whose accomplishments will serve to inspire proper motives and ambition in the Boy Scouts.

Section 2—Members of the National Court of Honor shall be known as counsellors and shall be elected annually by the National Council, provided, however, that no one shall be elected without reference to his nomination to the regular nominating committee or a special committee which may be appointed for that purpose. Insofar as practicable the National Court of Honor shall include at least one person of exceptional ability or accomplishment in each subject and activity for which merit badges are awarded.

Section 3—The members of the National Court of Honor shall serve as advisors to the Executive Board in matters pertaining to the merit badges and honor medals of the Boy Scouts of America.

Section 4—The Chairman of the National Court of Honor shall be known as the National Scout Commissioner: He shall be appointed annually by the National Council who shall also elect seven or more members to serve with him as an Executive Committee of the National Court of Honor, for the purpose of considering, in a formal meeting or otherwise, claims for honor medals.

Section 5—A gold medal may be awarded to a registered scout or commissioned officer where the evidence presented to the National Court of Honor, in accordance with prescribed regulations, shows actual saving of life under circumstances which involve a risk of his own life, and the display of unusual bravery and heroism as well as the practical results of a Scout training and heroism beyond the mere performance of a duty. It shall be wholly within the discretion of the Executive Committee of the National Court of Honor to determine from the evidence presented whether a gold medal shall

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be awarded, according to the actual risk of life involved and heroism shown; and when in their judgment the evidence does not merit the award of a medal, a letter of commendation may be issued in the name of the Boy Scouts of America.

In no case, however, shall a medal be awarded where it appears that the risk involved, was merely in the performance of duty or the meeting of an obligation because of responsibility to supervise and give leadership to the person whose life was saved.

All cases involving the consideration of the award of an honor medal shall be presented to the National Court of Honor on prescribed blanks and it shall be within the discretion of the Executive Committee of the National Court of Honor to require further evidence or personal investigation and report before reaching a decision.

Section 6—The National Scout Executive shall be secretary of the National Court of Honor and of its Executive Committee, and shall be responsible for arranging all meetings, for issuance of certificates, and for keeping all records.

Section 7—The Executive Committee of the National Court of Honor designated to pass upon claims for honor medals shall meet quarterly. Other meetings may be called when the applications for consideration make it desirable.

Section 8—Three members of the Executive Committee shall constitute a quorum, but when a gold medal is to be awarded each member of the Executive Committee shall be given an opportunity to be heard either in person or by letter as to the advisability of the award.

ARTICLE XV—EXAMINATIONS

Section 1—Examinations.

Examinations for all scout tests shall be given under conditions and leadership which harmonize with the aims and purposes of the Boy Scout Movement and its appeal to boys, irrespective of creed or religious beliefs, and which take into consideration the twelfth scout law, requiring a scout to respect the convictions of others in matters of custom and religion.

Effort should be made to reduce to a minimum the necessity for requiring a boy to travel long distances from home or to interfere with his school work or home duties. To this end, examinations should be held at the place of meeting of the troop or in the neighborhood.

Section 2—Tenderfoot Tests. Tenderfoot tests are to be given by the scoutmaster of the troop in all communities whether there is a local council or not. This does not,

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however, relieve the local council of responsibility of maintaining standards.

Section 3—Second Class Tests. In communities where there are local councils, second class tests should, wherever practicable, be given by the Scout Executive or by the Scout Commissioner or by a duly registered deputy commissioner designated by either for that purpose.

Where there is no local council, the test should be given under the direction or in the presence of one or more members of the troop committee.

Section 4—First Class Tests. In communities where there is a local council, the first class test, whenever practicable, should be conducted by the Court of Honor or under the personal supervision of the Scout Executive or the Scout Commissioner or a duly registered deputy scout commissioner designated by either for that purpose.

Where there is no local council, the test should be given under the direction or in the presence of one or more members of the troop committee, or by a special committee representing the Court of Honor, which has been selected to conduct examinations for merit badges.

Section 5—Merit Badge Examinations. Examination for merit badge should be given by the Court of Honor of the Local Council and in larger communities by the district court of honor, organized so as to reduce to a minimum the necessity of the boy traveling long distances. In no case shall a merit badge be awarded unless the scout has personally appeared before at least three members of the Court of Honor, and either by examination conducted personally by the Court of Honor or upon evidence furnished by a duly appointed expert examiner demonstrated to the satisfaction of the Court of Honor that the handbook requirements have been complied with in a satisfactory manner.

Section 6—In all examinations, it should be borne in mind that the purpose of the tests and examinations is not to secure a mere technical compliance with requirements, but rather to ascertain the scout's general knowledge of subjects studied, and practical rather than book knowledge is desired. A scout should be prepared at any examination for a review covering previous tests given him as well as to demonstrate that he knows the scout oath and laws and is being guided thereby.

Section 7—Educational and similar institutions and camps may, upon application to the National Council, be authorized to give the prescribed tests and pass scouts in second class and first class degrees and in merit badge

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subjects and award the appropriate badges within a less period of time than as specified in Article VI of the By-Laws and under different conditions than as specified in this Article, if satisfactory to the National Court of Honor.

ARTICLE XVI—GENERAL REGULATIONS

Section 1—Commercialism.

Clause 1—No member of the Boy Scouts of America, troop of scouts, chartered council, or any officer or representative of the Boy Scouts of America shall have the right to enter into a contract or relationship of a commercial character involving the Boy Scouts of America unless duly authorized by the Executive Board and then only in connection with the carrying out of the purposes of the Boy Scout Movement. Nor shall any local council, troop of scouts, or group of boys enter into a contract or business relationship with a business or commercial agency or corporation, or individual which may be construed as using the Boy Scout Movement for commercial purposes. This is not to be interpreted, however, as interfering with any scout earning money for his own scout equipment or for his troop.

Clause 2—In the case of any gift, donation or dedication to the Boy Scouts of America, the Executive Board shall determine whether the same shall be accepted; and then it shall be made clear that the acceptance shall be upon the condition that no attempt will be made to capitalize such gift, donation or dedication in a way which might be construed as commercializing the Boy Scouts of America or securing a profit through the popularity of the Boy Scouts of America by reason of such gift, donation, etc.

Section 2—Soliciting Funds and Tag Days.

Clause 1—Boy Scouts, collectively or individually, shall not be used in the solicitation of money or the sale of tags, or other similar methods of solicitation of money in connection with efforts to raise money incidental to the expenses of Scouting.

Clause 2—Arrangements may be made by the ranking local authorities for scouts to cooperate with well established non-partisan and non-sectarian national movements for the relief of humanity, in undertakings which they may promote to raise money, by giving personal service, provided, however, that this shall not involve the use of the Boy Scouts as solicitors of money.

Section 3—Participation in Public Functions. The officers and leaders of the Boy Scouts of America shall when practicable, cooperate in connection with civic or other public gatherings of a non-partisan and non-political

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character in a way which gives scouts an opportunity to render service in harmony with their training as scouts, instead of merely taking part in parades or making a show of themselves in their uniforms.

Section 4—Scout Bands.

Clause 1—Boy Scout bands and fife and drum corps may be organized among members of the Boy Scouts of America, and provided with suitable insignia indicating this special membership, provided, however, that the purpose of such organization shall be primarily and distinctively for the development of the boy along lines in harmony with the aims and object of the Boy Scout Movement, and that the members thereof also carry out the regular boy scout program.

Clause 2—Under no circumstances shall a fife and drum corps or band made up of Boy Scouts of America enter into a contract as members of the Boy Scouts of America for the sale of their services in competition with any other bands of their own or any other community.

Section 5—Anniversary Week. Anniversary Week shall take place annually during the month of February so as to include February 8th, the date of the original incorporation of the Boy Scouts of America and to continue through February 12th, Lincoln's birthday.

The National Council through its various officers and with the cooperation of scout officials throughout the country shall arrange for a nation-wide celebration during Anniversary Week, for the purpose of bringing more definitely to the attention of each community, the value of Scouting as a program for work with boys, for the development of character and training for citizenship.

The program for Anniversary Week shall include a plan whereby every registered scout in good standing shall be given an opportunity to assemble on the evening of Anniversary Day, that is, February 8th, and promptly at 8:15 recommit himself to the Scout Oath and Law.

On this occasion it shall be the duty of the scoutmaster and other leaders to bring to the attention of the scouts the extent of the Scout Brotherhood in our own country and throughout the world, and impress upon their minds the fact that every boy scout the world over is committed to the same obligation and does a "good turn daily."

ARTICLE XVII—OFFICE

The principal office of the Boy Scouts of America shall be in the City of New York, County and State of New York, and shall be known as the National Council Headquarters of the Boy Scouts of America.

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ARTICLE XVIII—THE SEAL

The seal of the corporation shall be in the form of a circle enclosing a first class badge with the motto "Be Prepared" underneath this badge and the words "Boy Scouts of America, National Council, New York City" around the circle, and shall be used only as authorized.

ARTICLE XIX—AMENDMENTS

These By-Laws may be amended at any meeting of the Executive Board, upon the recommendation of the sub-committee of the Executive Board, or when the proposed amendment has been submitted to the members of the Executive Board at least 15 days in advance of the meeting.

All changes in the By-Laws, when made, shall be announced to the field through the next issue of Scouting, the official bulletin of the movement.

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APPENDIX B

SCOUTMASTER TRAINING IN ENGLAND

from "Scoutmastership"
by Robert Baden-Powell.

List of Subjects for Study.

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II. Character Training.	The Scout Law, Woodcraft, Camping, Chivalry, Happiness and Enjoyment of Life. Observation, Scouting Games, Seamanship.
III. Physical Health and Development.	Physical Exercises and Reasons for each, Health-giving Habits, Games, Sanitation, Prevention of Disease, Temperance and Continence, Smoking, Self-Control.
IV. Self-Improvement for making a Career.	Handicrafts, Work for Badges, Thrift, Citizenship. Dangers of Drink, Gambling, Impurity.
V. Service for Others. (Chivalry and self-sacrifice the basis of Religion.)	Helpfulness, First Aid, Accidents, Life Saving, Fire Brigade, Missioners, Patriotism.

PROGRAM FOR STUDY PATROL

Subject I.—How to Train the Boy.

Subject	Study and Practice
1st Week.—Present County Council Education.	Visit Primary and Secondary Schools. Watch methods of teaching. Visit Technical Schools. Visit Evening Continuation Schools. Visit a Training Ship.
2nd Week.—Public School Life.	Visit one of the great Public Schools, and watch the method of study, the organization of games and athletics, the voluntary intelligence training by debating societies, laboratories, etc., fagging.
3rd Week.—Environment.	Visit the slums. Study the home life and environment of boys outside the school; the attractions, e. g., cinema, football, cheap literature, etc. How to counteract or to utilize these.

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4th Week.—Administrative Discipline.	Visit, if possible, Scout Headquarters to see how the Movement is administered. Also the administration offices of any big organization—look into its discipline, routine and methods.
Week-end.	If possible, camp with a Patrol or Troop of boys. Study each boy in turn. Find his individual bent and all about his environment. Plan to yourself how to develop the good in these or what to substitute in order to drive out the bad in them.

PROGRAM FOR STUDY PATROL
Subject II.—Character Training.

Principles	Instruction in Details
1st Week.—Scout Promise and Law.	Ceremony of enrolling a Scout. Practical examples of teaching and impressing the Scout Law.
2nd Week.—Map Reading. Nature Study. Observation and deduction.	Finding way by map. Noticing landmarks. Estimating heights and distances. Tracking.
3rd Week.—Educational value of camping.	Camp pitching. Camp games.
4th Week.—Camp management, catering, financing, and discipline.	Signalling. Signal fires. Despatch running. Whistle calls.

Week-End Camp.—Tramp out, finding way by map. Noticing landmarks, pitch tent, cook food, salute flag, camp prayers. Practise instruction learned during previous four weeks.

PROGRAM FOR STUDY PATROL
Subject III.—Physical Health.

Subject	Study and Practice.
1st Week.—Self-Control. (a) Temperance. (b) Continence.	Food-gluttony, its reasons and results. Evils of drink, smoking, gambling, etc. How they start, what they lead to, how to prevent incontinence, how it starts, its bad effects, ways of overcoming it. How to advise boys.
	Games and Practices,— Walk the plank. Rifle shooting. Mid-day rest for growing boys.
2nd Week.—Physical Development.	COURSE OF ANATOMY. The six physical exercises for Scouts, their reasons and correct practice. Practice and make records of Scout's pace for ½ mile, 100 yards running, high jump, throwing cricket ball, as standard tests for Scouts. How to weigh and measure boys. Scout drill. Quarter-staff play with staves. Boxing. Wrestling. "Spotty face" for eyes. Testing for colour-blindness. Sense of smell. Blindfold training in locating one-self, etc.

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3rd Week.—Personal Health.	FRESH AIR: ANATOMICAL VALUE OF OXYGEN.
	Deep breathing and how to teach it correctly. Fidgetiness a sign of growth. Correct amount of exercise, sleep, and food for boy.
	Internal organs and their working.
	Food values.
	Practise cooking: Also above exercises.
	Jiu-jitsu.
4th Week.—Hygiene and Sanitation.	Ventilation and light, reasons and methods.
	Microbes, what they are, how conveyed. (Convey disease to teeth, etc.)
	Bath or dry rub. Cleanliness of hands, nails, etc.
	Care of teeth, eyes, nose-breathing. Practise missioner's work.
Week-end Camp.	Practise the chief items of above and camp games tending to health and physical development, such as rowing, paper-chase, athletic sports, basket-ball, baseball, foot-ball, cleanliness in tents.
	Cleanliness in cooking arrangements, refuse pits, latrines, etc.
	Practise wholesome camp cookery. Camp hospital. Drying frames for wet clothes, etc.

PROGRAM FOR STUDY PATROL

Subject IV.—"Making a Career."

Theoretical Aim	Instruction in Detail
5th Week.—Ready Obedience. Using wits and hands.	Trek cart drill. Fire drill. Boat drill (rowing and sailing).
6th Week.—Good temper. Cheeriness. Keenness.	Football and other team games (e. g. whale hunting), involving good temper, discipline, patience, sticking to the rules and playing for one's side and not for oneself.
7th Week.—Pioneering leading to hobbies. Resourcefulness.	Use of axe. Camp expedients. Camp loom. Model bridge building. Real bridgebuilding. Improvising bridges, huts, tools, etc., out of materials available on the spot.
8th Week.—Hobbies leading to handicrafts. Exhibitions of articles made by Scouts.	Working up for Badge. Examination in the different crafts and trades in Technical or Evening Schools. How to apprentice boys. Use of Labour Bureaus and Employment Agencies. Conditions of service in Civil, Naval, Military and Post Office, etc.

Week-End Camps.

A trek cart to carry equipment. Cut your own wood for fires. Make your own bed with camp loom and other camp expedients.

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PROGRAM FOR STUDY PATROL

Subject V.—Service to Others.

Subject	Study and Practice
1st Week.—REVERENCE. Duty to God and neighbour. Duty to King and Country.	Practice good turns. Church parade—how arranged and carried out in camp. "Scouts' Own." Nature study by observation—walks, or visits to museums, including plants, birds, animals, reptiles. Star study. Special police duty. Marksmanship for protection of women and children.
2nd Week.—SERVICE FOR OTHERS. Helpfulness. Chivalry.	Training for Missioner's Badge in first-aid, nursing, sanitation, diet, and other details. Training for Pathfinder's Badge. Practice of Missioner's Service.
3rd Week.—SERVICE FOR OTHERS.	Individual preparedness; also organization of Troops in Patrols for different duties connected with accidents, e. g. holding back crowd, bringing help, rescuing, applying first aid, ambulance work, etc., for such accidents as fire, drowning, runaway horses, suicides, wrecks, panics, gas poisoning, electric shock, aeroplane fall, etc. Practice with rocket apparatus, fire-escape, hose, runaway horse, saving life in water, on railway, etc.
4th Week.—UNSELFISHNESS. Fair play. Justice.	Further practice of foregoing. Games involving fairness and adherence to rules. (Losers to applaud winners.) Patrol leaders' Conferences. Debating society; and Trial by jury to insure hearing both sides and then making up minds with fairness.
Week-end Camp.	On Saturday further practice of third and fourth weeks as above. On Sunday practice of first and second weeks as above.

AN EXAMPLE OF A WEEK-END TRAINING CAMP (HELD IN 1914)

This series of week-end camps is being held, partly to encourage Scoutmasters in running their Troops on the Patrol system, partly to enable them to exchange ideas, and therefore to put new life into their Troops, but chiefly to establish study Patrols, as suggested by the Chief Scout. It will be noticed that each camp is based on some part of Scouting for Boys, and also on one of the articles by the Chief for training Scoutmasters.

Dates.

The dates for the Camp will be—

May 16th and 17th. June 27th and 28th.
July 11th and 12th. July 18th and 19th.

Duration.

Camp will be open at 2 p. m. on Saturday and be struck at 10 a. m. on Monday.

Patrols will be able to leave on Sunday night, if desirous.

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Routine.

On Saturday afternoon there will be practical work, and in the evening there will be practical work followed by a Camp-fire yarn.

On Sunday morning there will be a flag-post parade and service. On Sunday afternoon there will be addresses on the Saturday's work—treating rather of the moral aspect—followed by practical displays on those points on which Scoutmasters have asked questions the previous night. On Sunday night there will be an open discussion on Scouting.

Addresses.

1st Sunday, "Character training."
2nd Sunday, "Employment."
3rd Sunday, "The body."
4th Sunday, "Training the boys."

Admission.

Associations may send Patrols of five. As the Camp will be run entirely on the Patrol system, single Scoutmasters cannot be accepted. It is immaterial whether these Patrols or circles consist of Scoutmasters, Assistant Scoutmasters, Instructors, or potential Officers.

Associations may send as many Patrols as they wish.

Applications to attend must be sent to the London Office, through Association Secretaries.

GENERAL NOTES

Place.

This will be announced later, when it is more certain that the Scheme will be supported. It will be somewhere in or near London.

Speakers, Etc.

Each week-end will be run by a different man, as no one man is both competent and available to teach all the proposed subjects. The speakers will not be announced until I know the amount of support I may expect.

Smoking.

No smoking will be allowed in Camp, except round the Camp-fire at night. Scouting for Boys pp. 193, 194.

Drinks.

No drinks will be allowed in Camp, except such as are made by the Patrols in Camp. Scouting for Boys, pp. 195, 196.

Orders.

All orders, as far as possible, will be given by whistle signals. Scouting for Boys, p. 82.

Bugles will not be used.

References.

Before attending, every Scoutmaster should read up for—

1st week-end—Scouting for Boys, Chaps. 2 and 5. Chief's article on "Character Training."

2nd week-end—Scouting for Boys, Chap. 3, Yarns 8 and 9. Article, "Handicrafts."

3rd week-end—Scouting for Boys, Chaps. 7 and 8. Article, "The responsibility for health."

4th week-end—Scouting for Boys, Chap. 10. Article, "Service for others."

PROGRAM

1st Week-End.—Individual Character.

3 P. M.—Circular rally.
Enrolling a Scout.
Tent pitching and camp planning.

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5 P. M.—Tea in Patrol camps.
6 P. M.—Map reading.
Observation and deduction.
Nature study in country and in town.
7.30 P. M.—Camp-fire.
Signal fires, followed by
Yarn on "Scout Law" and Patrol system.
2nd Week-End.—Skill and Making A Career.
3 P. M.—Circular rally.
Bridge building.
Knot tying.
Pioneer work.
5 P. M.—Tea in Patrol camps.
6 P. M.—Camp expedients.
Cooking.
7.30 P. M.—The rifle, and how to use it.
Camp-fire.
Lamp-signalling.
Yarn on "Citizenship," "Employment Agencies," etc.
3rd Week-End.—Physical Health.
3 P. M.—Circular rally.
Scout pace and drill.
Physical exercises through games and recreational activities.
5 P. M.—Tea in Patrol camps.
6 P. M.—Anatomy.
Punctuality—internal and external.
Visual Training.
7.30 P. M.—Sense of smell and touch.
Causes of loss of them.
Yarn, "How to teach boys continence, cleanliness, anatomy."
4th Week-End.—Service for Others.
3 P. M.—Circular rally.
Accidents.
Life saving.
5 P. M.—Tea in Patrol Camps.
6 P. M.—First-aid in practice.
7.30 P. M.—Nursing.
Yarn, "How to Train a Troop."

Character.

Let us consider a few of the qualities, moral and mental, that go to make character, and then see how we can get the boy to develop these for himself through Scouting.

(See Pages 555–557)

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CHARACTER

Qualities that make character	Attributes which they include	See Scout Law	Scouting practices which inculcate them
(a) Reverence	Loyalty to God. Duty to neighbour. Respect for others.	Scouts' Promise. Scout Law No. 3.	Good turns. Nature study. "Missioner's" duties.
(b) Sense of Honour.	Trustworthiness. Responsibility.	1	Scout Law and Promise. Responsibility given to boy.
(c) Self-Discipline.	Obedience, Thrift. Sobriety. Good temper. Purity.	2, 7, 8, 9, 10	Scout Law, Camp etiquette, Ceremonial drill. Fire brigade. Trek cart. Savings bank. Non-smoking.
(d) Unselfishness.	Chivalry. Kindliness. Self-sacrifice. Patriotism. Loyalty. Justice.	3, 4, 5, 6	Good turns. Friend to animals. Life saving. Fair-play games. Marksmanship.
(e) Self-Reliance.	Handiness. Ability. Hope. Pluck. Doggedness.	8	Sea Scouting. Swimming. Lone Scouting. First aid. Camping.
(f) Intelligence.	Observation. Deduction. Using wits. Memory.	3	Tracking, Mapping. Reporting. Signalling. Ambulance.
(g) Enjoyment of Life. Sense of Humour.	Perception of beauty in Nature and art.	6, 8	Nature study. Music. Drawing. Poetry.
(h) Energy.	Ambition. Health. Resourcefulness. Handicrafts. Cheeriness.	8, 10	Hobbies. Handicrafts. Pioneering. Games. Exercises. Food and hygiene, and instruction.

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HEALTH AND STRENGTH

Qualities to be developed	Attributes which they include	Scout Law or badges	Scouting practices by which they are inculcated
(c) i. Self-Discipline	Temperance. Continence.	Scout Law 10	Non-smoking. Temperate feeding. Midday sleep in camp. Games (e. g., Marksmanship, Walking tight rope). Team games.
(g) ii. Energy.	Physical development. Health. Personal hygiene and sanitation in home and camp. Cheeriness. Overcoming physical defects (e. g.,) cripples, blind, mutes, etc.).	Scout Law 8 Badges Boatman. Cook. Farmer. Master-at-Arms. Missioner. Swimmer 1st Class Scout.	Physical exercises. Comparative measurement card. Swimming. Signalling. Boating. Personal cleanliness. Food. Special games and competitions (e. g., spotty face, kill that fly, scout pace, wrist pushing, jiu-jitsu, feet wrestling, etc.).
(c) Self-Discipline	Obedience. Thrift. Sobriety. Good temper. Fortitude.	Laws 2, 7, 8, 9, 10	Scout Law. Woodcraft lore and camp etiquette. Camp discipline. Ceremonial drill discipline. Discipline of fire brigade, trek cart, boat, bridge-building drills. Savings bank. Non-smoking. Games requiring good temper, patience, and sticking to rules.

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(g) Energy.	Ambition. Health. Resourcefulness. Handicrafts. Cheeriness.	Badges King's Scout. Sea Scout Carpenter. Plumber. Clerk. Cook. Printer. Mason. Basket-Worker. etc., etc.	Camp resourcefulness, leading to pioneering. Pioneering, leading to handicrafts. Health exercises. (See Subject III.) Handicrafts.

SERVICE FOR OTHERS.

The attributes which we have so far been studying in this course of training, as tending to make our boys into manly, healthy, happy working citizens, are, to a great extent, selfish ones designed for the good of the individual. We now come to the fourth quality, and that is where, by developing his outlook, he gives out good to others.

Here is a summary of the steps by which Scouting helps to attain this object.

Qualities to be developed	Attributes which they include	Scout Law	Scouting practices by which they are inculcated
Reverence	Loyalty to God. Respect for others. Duty to neighbour.	Scout Promise Scout Law 3	Personal Example. Nature study. Good turns. "Missioner's Work." "Scout's Own."
Unselfishness.	Chivalry. Kindliness. Self-sacrifice. Patriotism. Loyalty. Justice.	Laws 3, 4, 5, 6	Good turns. Friend to animals. First-Aid. Life-saving. Fair-play. Games. Pathfinders. Marksmanship. Debating societies. Mock trials. Court of Honour. Old Scouts kept in touch with the Scout Law and ideals.

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Table H. Facts on Extension Work

Adapted from 1919 Report

Community, State and Council Name	Population (U. S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Class "A" (Metropolis) Over 1,000,000							
Manhattan, N. Y.	2,682,978	C	214,638	4,793	2¼	5	22 7/10
Chicago, Ill.	2,547,201	1	203,776	7,762	3⅛	3	14⅞
Brooklyn, N. Y.	1,976,103	C	158,088	4,591	2 9/10	4	23 3/7
Philadelphia, Pa.	1,735,514	1	138,841	6,645	4⅛	2	
Allegheny Co., Pa.	1,196,138	C	95,691	5,184	5⅜	1	12
Averages	2,027,586.8		162,207	5,795	3.73		12
Class B (½ Million) 400,000-1,000,000							
Municipal Boston, Mass.	821,557	5	65,724	2,531	3¾	10	
St. Louis, Mo.	799,470	8	63,957	2,386	3 7/10	11	6 3/7
Cleveland, Ohio	696,333	4	55,706	2,374	4¼	8	
Detroit, Mich.	654,555	6	52,364	2,303	4⅖	6	
Bronx, N. Y.	599,215	C	47,937	1,907	3 9/10	9	5½
Baltimore, Md.	595,474	3	47,637	2,544	5⅓	2	20⅚
Los Angeles, Cal.	557,143	11	44,571	1,614	3⅗	12	
Buffalo, N. Y.	488,129	9	39,050	2,705	6 9/10	1	
Milwaukee, Wis.	480,108	7	38,408	1,359	3½	13	
San Francisco, Cal.	473,888	4	37,911	1,856	4 9/10	4	
Cincinnati, Ohio	428,916	9	34,313	1,499	4⅓	7	16⅚
Newark, N. J.	418,789	1	33,503	1,676	5	3	
Gr. Providence, R. I.	415,100	26	33,208	1,528	4⅗	5	
Averages	571,436.6		45,715	2,022	4.47		
Class C (¼ Million) 125,000-400,000.							
Borough of Queens, N. Y.	379,396	C	30,351	2,736	9	10	30⅛
Minneapolis, Minn.	379,787	6	30,334	2,181	7⅛	19	39½
District of Columbia	377,415	10	30,193	2,222	7⅓	17	66 1/10
New Orleans, La.	377,010	1	30,160	1,001	3 3/10	45	
Seattle, Wash.	369,745	4	29,579	1,003	3⅓	44	
Portland, Ore.	328,232	10	26,258	1,935	7⅓	18	35⅛
Kansas City, Mo.	315,199	5	25,215	1,553	6 1/10	26	
Jersey City, N. J.	312,557	1	25,004	1,010	4	39	3 1/10
Indianapolis, Ind.	284,122	2	22,729	1,819	8	13	5
St. Paul, Minn.	273,223	8	21,857	996	4½	36	10 9/10
Denver, Colo.	270,985	3	21,678	1,306	6	27	64¼
Rochester, N. Y.	266,714	2	21,337	1,228	5¾	31	12⅞
Louisville, Ky.	241,208	2	19,296	571	3	46	
Columbus, Ohio	220,135	1	17,610	1,423	8	14	49⅜
Oakland, Cal.	206,405	1	16,512	592	3⅗	43	11½
Toledo, Ohio	203,012	2	16,240	1,926	11¾	3	13 1/10
Atlanta, Ga.	198,843	3	15,907	675	4¼	38	27 1/10
Montgomery, Pa.	191,779	C	15,342	1,568	10⅛	7	
Birmingham, Ala.	189,716	1	15,117	1,056	6 9/10	22	26
Worcester, Mass.	180,886	7	14,470	629	4⅓	37	
Omaha, Neb.	177,777	1	14,222	1,071	7½	16	6 1/10
Springfield, Mass.	176,093	10	14,087	1,205	8½	12	

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
192	548		20.	64.	26.	7.	38.0	Yes	12 1/6	4.4	7.66
318	328						20.0	Yes	17 1/10	4.2	8.25
185	430			69.	21.7	4.3	49.9	Yes	21 1/2	2.9	4.31
248	261			64.7	35.5	10.7	10.7	Yes	19 3/5	2.4	5.43
223	230	36.9	47.6	56.7	16.3	2.3	39.8	Yes	9 3/5	4.1	9.46
233	349			58.7	22.2	5.9	21.3			3.9	7.02
110	324			62.1	27.0	10.1	15.6			4.6	7.49
84	335	31.6		32.3	28.2	24.7	10.9	Yes	45	5.0	5.52
107	293	15.0	17.7		17.8	2.1	41.6	Yes	9 1/10	4.0	11.14
96	284	27.5	19.4	23.3	55.7	12.9	19.4	Yes	22 1/10	4.1	6.93
77	314		23.0	68.4	21.6	6.6	30.7	Yes	33 1/6	4.5	6.35
117	234							Yes	19 9/10	3.6	2.35
77	345			42.1	11.0	2.8	64.5	Yes	142 7/10	3.6	9.87
118	180	13.5		68.4	22.1	9.4	10.6			3.4	9.39
55	353		42.5	78.7	26.4	18.8	7.0	Yes	25 1/2	4.3	10.93
70	255									5.0	10.03
65	286	25.1			18.2	17.8	21.4		23 3/5	3.9	9.85
69	249	29.8	56.6	47.7	20.9	14.5	40.9	Yes	22 1/5	3.3	3.14
57	271	28.9		69.1	16.8	8.8	20.9	No	28	4.04	10.50
85	282	22.8	28.0	62.0	24.8	10.6	16.7			4.09	7.96
101	138		00.8	79.8	14.0	3.2	48.0	Yes	21 9/10	4.6	6.68
86	173	12.0								5.8	7.65
98	169		67.1	71.6	18.4	7.2	16.7	Yes	17 3/5	3.5	6.14
40	376		15.9	67.5	16.7	10.3	2.8	Yes	23 7/10	3.7	8.76
48	368	17.7		50.	09.5	2.5	45.6		11 9/10	3.0	11.42
85	169								12 3/5	3.6	4.61
63	202	26.5		91.5	16.0	5.7	4.9	Yes		4.3	7.03
42	309		36.3	76.8	17.8	2.8	53.1	No	15	3.3	4.50
62	156	13.5	28.4	51.5	29.4	10.2	13.7	Yes	10 7/10	4.2	6.17
43	274	19.6	25.2	71.6	17.8	2.4	24.9	Yes	41 7/8	4.5	7.87
55	207	31.4	63.7	66.9	23.7	4.7	32.4	Yes	19 1/4	3.2	12.29
57	217	48.0	58.7	54.6	29.6	10.8	12.0	Yes	29 3/4	3.6	7.35
32	422	80.0	00.5		30.1	3.8	95.1	Yes	12	1.7	43.07
57	154			82.4	13.4	4.1	61.8			3.6	8.41
23	348		82.0			3.5	7.3	Yes	27 1/5	4.1	25.60
65	105	31.4	53.4	52.8	31.5	20.9		Yes	15	4.7	12.98
32	294	35.1	51.0	63.4	29.6	3.2	28.1	Yes	56 1/2	2.7	16.70
67	122									3.7	4.48
49	179	47.3		52.0	32.3	3.7	70.4		31	3.5	11.98
29	287			68.6	20.9	3.4	52.4	No		3.2	5.02
46	165	22.9	47.6	49.5	16.6	4.0	24.9	Yes	16 1/6	3.1	40.97
48	146	29.0	9.5	68.2	13.7	6.7	22.7	No	16 1/6	3.9	14.75

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Table H. (1919) Facts on Extension Work

Community, State and Council Name	Population (U. S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Syracuse, N. Y.	174,906	8	13,992	771	5½	32	22
Scranton, Pa.	170,827	2	13,666	1,617	11⅝	2	89¾
New Haven, Conn.	166,835	3	13,346	878	6½	24	8⁹⁄₁₀
Spokane, Wash.	160,656	2	12,852	626	4⅞	35	
Richmond, Va.	158,702	1	12,696	770	6	30	10
Memphis, Tenn.	154,498	7	12,359	761	6¹⁄₁₀	25	
Westchester Co., N. Y.	151,593	C	12,127	1,423	11¾	4	
York Co., Pa.	150,997	C	12,079	839	6⁹⁄₁₀	23	32¾
Camden, N. J.	146,777	16	11,742	847	7⅛	20	10¹⁄₁₀
Fall River, Mass.	145,328	7	11,626	443	3⅛	41	
Bridgeport, Conn.	143,226	5	11,458	800	7	21	
Paterson, N. J.	141,346	2	11,307	994	8⅛	11	11⅜
New Bedford, Mass.	133,899	3	10,711	643	6	29	24⅛
Grand Rapids, Mich.	132,861	1	10,628	527	5	34	
Reading, Pa.	132,657	17	10,612	822	7¾	15	
Salt Lake City, Utah	131,423	4	10,513	1,092	10⅜	6	
Dallas, Tex.	131,338	4	10,507	556	5³¹⁄₁₀	33	
Hartford, Conn.	129,579	11	10,366	1,520	14⅝	1	11¼
Wilkesbarre, Pa.	129,554	11	10,364	998	9⅝	8	73¾
Dayton, Ohio	128,939	1	10,315	417	4	40	23⅝
Youngstown, Ohio	128,314	9	10,265	962	9⅜	9	84³¹⁄₁₀
San Antonio, Tex.	128,215	1	10,257	611	6	28	34¾
Trenton, N. J.	127,376	12	10,190	1,068	10½	5	24⅛
Cambridge, Mass.	127,366	2	10,189	380	3⁷⁄₁₀	42	
Averages	203,192.4		16,225	1,089	6.97		14¾
Class "D" (100,000) 75,000-125,000.							
Tacoma, Wash.	122,394	3	9,791	732	7½	18	363³¹⁄₁₀
Lowell, Mass.	122,366	4	9,789	398	4	35	
Houston, Tex.	120,878	2	9,670	853	8⅛	14	56⅛
Chester Co., Pa.	119,082	C	9,526	924	9⁷⁄₁₀	11	
Akron, Ohio	116,306	11	9,304	1,471	15⅛	1	53¹⁄₁₀
Malden, Mass.	110,127	3	8,810	609	6⁹⁄₁₀	21	4⅝
Albany, N. Y.	109,932	6	8,794	871	9⁹⁄₁₀	10	38¼
Suffolk Co., N. Y.	109,682	C	8,774	985	11⅛	5	
Schenectady, N. Y.	109,674	7	8,773	547	6¼	25	17⅝
Knox Co., Tenn.	108,702	C	8,696	561	6½	23	28⅜
Des Moines, Iowa	107,078	2	8,566	451	5¼	28	
Nassau Co., N. Y.	104,720	C	8,377	937	11⅛	6	
Lynn, Mass.	104,534	1	8,362	411	4⁹⁄₁₀	31	
Wilmington, Del.	104,264	7	8,341	792	9½	12	45⅜
Monmouth Co., N. J.	103,988	C	8,319	926	11⅛	7	10⁹⁄₁₀
Yonkers, N. Y.	103,066	1	8,245	732	8⅞	13	18¾
Boro. of Richmond, N. Y.	99,800	C	7,984	408	5¹⁄₁₀	29	
Troy, N. Y.	98,173	3	7,853	292	3⁷⁄₁₀	36	
Waterbury, Conn.	97,751	5	7,820	607	7¾	17	
N. Hudson Council, N. J.	97,691	5	7,815	799	10⅛	8	
Oklahoma City, Okla.	97,588	1	7,807	558	7¹⁄₁₀	19	16¹⁄₁₀
Duluth, Minn.	97,077	1	7,766	358	4⅜	34	18½
Beaver Co., Pa.	94,355	C	7,548	372	4⁹⁄₁₀	32	
Pawtucket, R. I.	94,267	4	7,541	384	5	30	
Ulster Co., N. Y.	94,212	C	7,536	420	5½	27	

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
33	226	46.6	73.9	84.0	17.0	2.2	15.1	Yes	48	3.3	13.11
40	105	18.5	7.6	27.8	24.0	5.9	25.1	Yes	28 4/5	5.5	7.14
39	190	07.1	5.5	70.2	27.3	13.5	16.2	Yes		3.5	11.60
25	256			94.6	18.0	5.7	8.0	Yes	18 3/5	3.5	14.28
39	206	51.7	43.7	63.4	29.3	4.4	7.4	Yes	29 1/2	3.3	8.70
30	203		13.2	96.8		23.5	52.4	Yes	15 1/5	3.7	15.51
53	113						17.6				9.79
31	179	11.9	47.3	89.8	29.2	57.2	13.3	Yes	53 4/5	3.9	9.79
36	173	5.4	19.1	69.5	19.0	3.5	88.8	Yes	13 4/5	3.6	4.74
23	328	39.5	20.3	57.7	27.9	11.9	16.5	No	27 7/10	2.9	11.06
28	179			61.5	11.0	1.25	18.5	Yes	8 1/10	4.5	7.67
42	142	43.2	51.5	90.5	14.8	3.8	27.7		25 4/5	3.8	6.40
23	208	40.0	60.5	73.5	18.8	6.8	17.1	No	14 1/2	3.18	7.54
24	252			73.4	15.5	11.2		Yes	18 1/5	2.9	14.24
35	161	54.7	36.4	66.9	48.6	8.5			53 2/3	3.3	50.12
47	120						9.2			3.4	
27	236						45.8		13	11.12	8.99
66	85	18.4	39.0	61.7	24.4	13.8		Yes	18 3/10	2.9	4.46
37	129			72.7	21.6	33.6	56.5		40 1/5	4.4	19.26
17	309	25.1	99.5				6.2	Yes	23 3/10	3.2	34.26
39	133	32.9	68.3	72.3	19.4	1.3	3.14	Yes	44 1/5	3.2	14.03
24	209			54.1	19.1	8.6				3.5	19.77
45	119			74.0	18.8	8.5		No	18 3/5	3.4	5.46
19	335									2.8	
44		26.1	38.0	69.3	21.3	6.6	14.3			3.4	11.39
27	167	15.5	76.6	67.3	10.6	1.09	19.3	Yes	29 3/4	4.5	5.45
17	307	94.2	51.5	66.8	22.3	7.5	19.0	Yes	4	1.5	12.73
34	141	7.8	30.9	34.5	29.3	14.6	15.2	No		3.8	3.67
40	128	18.2	59.3	38.7	22.9	10.8	13.2	Yes		3.6	10.05
65	79	24.3	28.8	80.6	15.6	11.2	14.2	Yes	76 1/5	3.5	8.41
26	180									3.2	5.45
36	126	14.8	43.8	58.4	25.0	4.3		Yes	15 1/2	3.8	8.41
46	111	5.0	66.0	91.3	35.5	5.0	19.7	Yes		2.1	4.95
24	200	48.0	6.0	45.0	36.1	6.9	19.4	Yes		2.7	8.70
30	193	32.0	67.7	53.3	47.7	25.1	5.39	Yes	57 1/5	2.23	18.16
22	237	42.5	33.4	98.2	11.9	4.0	12.9	Yes	23 9/10	3.1	13.06
47	111	28.7	35.0	83.0	27.8	4.1	55.1	Yes		2.7	10.72
18	254									2.9	
30	131			69.1	14.5	11.1	22.0	Yes		3.7	11.06
39	112	33.7	37.9	83.0	19.4	2.7	71.2	Yes	11 3/4	3.5	6.65
32	140	24.8	40.0	52.8	30.0	1.7	7.7	Yes	22 1/2	3.2	13.66
16	244	21.5	46.5	88.7	38.2	19.3	10.5		37 1/2	3.04	15.32
14	336			93.0	20.5	3.4		Yes		2.3	4.99
29	161	46.7	29.3	65.5	21.2	13.5	11.2	Yes	26 1/5	2.3	9.71
25	122					2.3	19.9	No		3.9	6.19
18	174	37.6	44.8	35.8	36.7	25.2		No	31 3/5	4.7	16.12
16	271		29.3	82.1	15.6	5.8		Yes	22 1/5	3.6	26.23
15	253	41.1	13.4	4.03		10.4	12.4	No	14 1/5	2.5	6.91
19	245	50.0	88.5	78.1	19.2	2.6	64.0	Yes	34	3.04	26.04
20	224	11.1	22.3	64.7	13.8	45.2	210.0	No		2.8	6.87

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Table H. (1919) Facts on Extension Work

Community, State and Council Name	Population (U. S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Utica, N. Y.	93,224	3	7,457	533	7 1/10	20	64
Dutchess Co., N. Y.	93,034	C	7,362	491	6 2/5	22	
Norfolk, Co., Va.	91,148	1	7,291	264	3 5/6	37	22 1/2
Elizabeth, N. J.	88,830	1	7,106	459	6 3/5	24	
St. Joseph, Mo.	86,498	1	6,919	186	2 7/10	38	
Delaware Co., Pa.	85,349	C	6,827	833	12 1/2	4	
Harrisburg, Pa.	80,918	4	6,473	810	12 1/2	2	1 1/10
Wheeling, W. Va.	79,638	7	6,371	643	10	9	
Fort Wayne, Ind.	78,014	1	6,241	784	12 1/2	3	58 7/10
Erie, Pa.	77,592	2	6,207	512	8 1/4	16	53 3/10
East St. Louis, Ill.	77,312	1	6,184	290	4 3/5	33	
Evansville, Ind.	76,981	1	6,158	375	6	26	
Passaic, N. J.	75,478	2	6,038	508	8 3/5	15	64 2/5
Averages	98,196.9		7,853	607	7.69		12 1/5
Class "E" (50,000). 35,000-75,000.							
Peoria, Ill.	74,852	2	5,988	450	7 1/2	34	69 1/5
Wichita, Kans.	73,597	1	5,887	516	8 3/4	25	11
Binghamton, N. Y.	73,098	7	5,847	615	10 1/2	14	
Terre Haute, Ind.	73,013	3	5,841	505	8 3/5	28	10 1/5
Bayonne, N. J.	72,204	1	5,776	372	6 2/5	45	120 1/10
Lancaster, Pa.	71,161	10	5,692	923	16 1/5	2	45 1/5
South Bend, Ind.	70,967	1	5,677	40	7/10	74	
El Paso, Tex.	69,189	2	5,535	318	5 3/4	55	7 1/10
Brockton, Mass.	69,152	1	5,532	364	6 3/5	46	
Portland, Me.	64,720	1	5,177	212	4 1/10	64	
Springfield, Ill.	64,142	2	5,131	188	3 2/5	66	
San Diego, Cal.	63,182	7	5,054	525	10 2/5	15	
Canton, Ohio	62,566	1	5,005	214	4 1/4	63	24 3/5
Chattanooga, Tenn.	61,925	2	4,954	311	6 1/4	48	
New Britain, Conn.	61,385	3	4,910	143	2 9/10	70	
Atlantic City, N. J.	61,191	2	4,895	232	4 3/4	60	
Berkeley, Cal.	60,427	1	4,834	391	8 1/10	32	28 1/5
First Middlesex Council, Waltham, Mass.	60,280	4	4,822	325	6 3/4	43	
Covington, Ky.	59,776	2	4,782	279	5 5/6	52	
Mobile, Ala.	59,201	1	4,736	124	2 3/5	72	
Sioux City, Iowa	58,907	2	4,712	540	11 1/2	12	54 3/7
Sheboygan Co., Wis.	58,204	C	4,656	321	6 9/10	40	
Cumberland Co., N. J.	58,045	C	4,643	579	12 1/2	8	
Flint, Mich.	57,386	1	4,590	669	14 3/5	4	35 7/10
Norumbega Council Newton, Mass.	57,326	3	4,586	393	8 1/2	30	
Berrien Co., Mich.	56,874	C	4,549	314	6 9/10	41	
Saginaw, Mich.	56,469	1	4,517	258	5 7/10	56	74 1/5
Champaign Co., Ill.	54,900	C	4,392	403	9 1/5	21	
Pasadena, Calif.	54,395	4	4,351	405	9 3/10	20	
Honolulu, Hawaii	54,183	2	4,334	543	12 1/2	9	8 3/8
Topeka, Kans.	51,982	4	4,158	402	9 2/5	18	
Grant County, Ind.	51,426	C	4,114	232	5 3/5	57	
Bay City, Mich.	50,467	3	4,037	358	8 7/8	24	3 3/4

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
22	174	38.2	50.0	81.8	21.3	6.3	16.1	Yes	44	4.2	12.13
25	187	5.7	10.4	66.1	28.5	3.9	49.1	No		3.3	11.98
10	345			50.0	20.0	6.0	37.7	Yes		3.0	
18	193	10.2	34.1	32.3	60.7	21.1	5.8	No	50½	2.8	10.76
9	465									1.9	8.44
29	102									4.2	6.47
31	99			71.0	30.8	10.92	2.7	Yes	54	3.0	9.61
32	123	5.4	16.7		27.0	3.8	64.3	Yes	21 7/10	2.9	4.97
23	99	13.5	44.8	24.6	68.2	21.1	25.2			4.6	4.97
17	151									4.1	8.16
13	266			84.4	13.8	4.4				2.7	17.53
17	205	06.6	34.8	72.8	46.6	16.0	18.7	Yes	26¾	2.4	13.33
22	148	19.9	72.4	65.9	28.7	11.6	11.5	Yes		2.6	13.12
26	161	23.7	43.9	66.7	30.3	9.8	16.8			3.1	10.3
22	166	14.4		72.6	49.3	11.3	30.0	Yes	35⅔	2.7	12.05
21	142									2.8	9.59
30	118	23.8	18.8	74.6	20.0	2.7	36.1	No	20¾	2.7	10.94
23	144	32.9	53.4	65.3	26.5	8.3	22.9	Yes	14⅘	2.6	8.81
17	194	9.0	84.9	64.2	29.5	4.3	93.0	No	35½	3.1	11.46
39	77	5.4	26.3	43.9	34.6	28.1	18.8	Yes	111	3.4	5.33
1	1,774			45.0	35.0	7.5					
17	217	7.8	61.3		25.1	11.0	13.4	Yes	50½	2.1	18.40
13	189	3.5	45.3	76.3	17.8	4.6	182.0	Yes		2.9	11.87
11	305			65.5	23.1	5.6	70.6	Yes		2.2	5.65
8	341									2.1	9.02
24	120	59.1	25.1		49.1	8.0	30.9	Yes	60⅔	2.2	10.92
11	292									2.6	20.91
15	199	75.0	57.5	88.1	24.4	3.5		Yes	12⅗	1.9	30.06
9	429			58.7	20.9	17.4	5.7	No	20⅔	1.4	28.40
9	263						10.0	Yes		2.4	12.45
19	154	16.7			39.3	17.9	17.7	Yes		2.9	23.14
17	185								18⅔		
14	214	15.0	18.9	65.9	31.1	11.1	4.3	No	21½	2.4	10.97
5	477	8.0	40.0	76.6	32.2	12.0		Yes		2.2	23.13
21	109	22.9	61.8					Yes	24⅕	1.6	49.19
15	181	77.8	54.4	56.0	21.4	4.6	26.7	Yes		4.09	10.78
21	100									1.8	14.68
33	85									2.5	
14	145	38.1	43.7	57.5	30.5	15.7	8.3	Yes		3.2	15.25
15	181									2.3	9.88
13	218			73.2	58.1	31.0	1.2	Yes	81¾	2.9	
18	136			62.0	21.8	5.4	31.0	No		2.2	27.37
17	134		45.1					No		2.5	19.15
19	99									3.5	11.28
24	129			93.5	12.4	3.7	8.06	Yes		2.08	11.79
9	221		13.7	92.6	43.1	12.9	9.2	No	27⅞	1.9	15.28
18	140	11.1	24.5	73.7	19.2	3.9	23.8	Yes	35⅚	2.5	15.11

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Table H. (1919) Facts on Extension Work

Community, State and Council Name	Population (U. S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Kalamazoo, Mich.	50,408	1	4,032	339	8⅜	31	18 1/10
Davenport, Iowa	49,618	1	3,969	517	13	7	29 9/10
Lansing, Mich.	49,499	2	3,959	365	9½	22	67 3/7
Chester, Pa.	49,719	6	3,977	485	12⅛	11	
Chelsea, Mass.	48,405	1	3,872	158	4 1/10	65	129
Knox Co., Ill.	48,018	C	3,841	223	5⅛	53	
Racine, Wis.	47,465	1	3,797	379	10	17	77 1/10
Muskogee, Okla.	47,173	1	3,773	108	2⅞	71	18⅜
Joliet, Ill.	47,123	4	3,769	529	14	5	75¾
Lincoln, Neb.	46,957	1	3,756	325	8⅔	27	
Roanoke, Va.	46,282	1	3,702	183	4 9/10	58	
Macon, Ga.	46,099	1	3,687	160	4⅓	62	
Fitchburg, Mass.	44,419	2	3,553	264	7 1/10	35	74⅚
Pittsfield, Mass.	44,177	3	3,534	170	4⅘	59	9
Butte, Mont.	44,057	1	3,524	262	7 1/10	36	71¼
Colorado Springs, Colo.	44,009	3	3,520	324	9½	23	3½
East Orange, N. J.	43,761	1	3,500	402	11½	13	
Old Colony Council (Braintree), Mass.	43,428	9	3,474	435	12½	10	34¼
Galveston, Tex.	42,650	1	3,412	115	3⅓	69	
Perth Amboy, N. J.	42,626	1	3,410	215	6 3/10	47	
Lexington, Ky.	41,997	1	3,359	159	4¾	61	
Elmira, N. Y.	41,649	5	3,331	673	20⅛	1	2 9/10
Decatur, Ill.	41,483	1	3,318	286	8⅝	29	30⅝
Dubuque, Iowa	41,434	3	3,314	290	8¾	26	
Hamilton, Ohio	41,338	1	3,307	115	3½	68	
Springfield, Mo.	41,169	1	3,293	60	1⅘	73	
Niagara Falls, N. Y.	40,863	2	3,269	223	6⅘	42	19¼
Charlotte, N. C.	40,759	1	3,260	198	6 1/10	51	
New Rochelle, N. Y.	39,192	1	3,135	250	8	33	21⅕
Quincy, Mass.	39,022	1	3,121	434	13 9/10	6	34⅗
Aurora, Ill.	37,795	2	3,023	187	6⅕	50	
Du Page Co., Ill.	37,252	C	2,980	202	6¾	44	
Stockton, Cal.	37,209	2	2,976	284	9½	19	225
Everett, Wash.	37,205	1	2,976	217	7 3/10	37	155 3/10
Quincy, Ill.	36,832	1	2,946	108	3⅔	67	
Jackson, Mich.	36,756	2	2,940	299	10⅛	16	
Oshkosh, Wis.	36,549	1	2,923	183	6¼	49	
Fresno, Cal.	36,314	1	2,905	169	5⅘	54	
Boise, Idaho	35,951	1	2,876	203	7 1/10	39	
Austin, Tex.	35,612	1	2,848	205	7⅕	38	5⅓
Oak Park, Ill.	35.410	3	2,832	440	15½	3	
Averages	51,138.9		4,091	319	7.84		12⅕
Class "F" (25,000). Under 35,000.							
Mystic Valley, Middlesex Co., Mass.	34,377	3	2,750	192	7	81	
Bellingham, Wash.	34,362	1	2,748	199	7¼	78	38⅛
Williamsport, Pa.	34,123	1	2,729	283	10⅓	59	
Charleston, W. Va.	34,060	2	2,724	474	17⅜	18	
Danville, Ill.	33,679	2	2,694	473	17½	17	8⅓

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
15	148	28.0	43.9	64.8	37.1	8.8	17.8	No	17	3.05	11.78
30	95	10.4	17.0	92.0	15.6	2.9	129.2	Yes	20 1/10	1.8	12.06
14	135			68.4	27.3	13.7				3.7	
17	102		24.7	83.9	18.3	4.9	60.6	Yes	41 1/7	3.2	8.60
7	306									2.0	
10	215									1.3	10.21
20	125	31.4	72.2	66.4	24.6	5.5	31.5	Yes	34 1/10	2.7	13.46
5	436									1.4	12.37
30	89							Yes	28 1/5	2.7	5.62
18	144			50.4	19.3	1.8	36.1	No		7.7	6.15
10	252									1.6	19.26
8	288				29.5	17.5	26.6			1.4	
15	168							Yes	77 2/5	2.4	27.29
9	259	34.1	39.8	71.7	12.9	02.3	170.0	Yes		1.7	13.79
13	168	17.2	39.3	64.1	22.9	7.2	18.7		23 1/2	2.09	29.93
16	135	14.8	86.1	51.9	29.6	4.7	81.0	Yes	21 1/10	2.9	15.51
17	108		1.4	47.5	59.2	21.1	6.3	Yes	45 1/5	2.8	16.69
21	99				12.1	2.7	39.5		35 1/10	3.0	36.28
7	370	13.9	59.1	80.0	29.5	7.9	23.0	Yes		1.6	18.08
9	198			65.1	46.5	3.7		Yes		1.78	31.72
8	264			52.2	33.3	14.4	9.3		48 4/7	1.7	18.86
37	61	39.3	30.3	42.6	27.6	10.5	11.2	Yes	14 1/5	2.5	16.92
11	145									3.0	12.24
16	142	41.5	38.2	77.5	37.2	.3	13.1	Yes	35 1/5	2.4	20.84
4	359			34.7	41.7	10.4		Yes		2.5	21.81
3	686			81.6	16.6	5.0		Yes			43.70
14	183				16.5	5.8	111.5	Yes	40 1/10	2.0	22.22
11	205				17.1	5.0		Yes	50 1/5	2.3	21.83
7	156	38.7								3.5	6.00
18	89		61.9	50.0	27.8	16.5	8.03	Yes	17 9/10	2.1	23.02
13	202	74.8	87.7		16.0	4.4	23.3	Yes	12 9/7	1.8	34.09
10	184			38.6	13.8	5.4	2.02	No		1.4	18.44
10	131	18.3	45.6	68.6	9.1	2.7	94.6	No	125	3.05	20.59
13	171	39.1	99.0	79.7	27.6	40.43	107.5	Yes	52 9/10	1.9	19.28
4	341				18.5	11.1		Yes		1.18	9.81
12	122	33.4	41.8	62.5	50.5	14.0	24.9	Yes	24 1/6	1.4	18.99
8	199		91.2	67.8	22.4	6.5	45.7	Yes		2.6	24.30
6	214	32.0	58.0	69.2	.5	16.9					11.84
9	177			83.7	25.6	11.3	40.6			1.8	
9	173	42.4	54.6	35.6	33.1	28.2	5.0	No	47 3/5	1.4	19.79
18	80	25.0	28.4	45.2	42.9	5.2	18.3	Yes	20 2/5	2.6	9.51
15	161	35.1	52.9	70.0	27.2	9.0	13.8			2.3	16.21
12	179	27.0	96.4						6 1/5	2.08	19.63
12	172			80.9	32.6	9.0	28.4	No	34 3/10	1.9	14.06
12	120		63.2							2.9	1.92
19	71			42.6	42.1	8.6	13.5	Yes		2.7	8.19
16	71									2.2	4.90

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Table H. (1919) Facts on Extension Work

Community, State and Council Name	Population (U.S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Orange, N. J.	33,636	1	2,690	242	9	70	28 7/10
Winston-Salem, N. C.	33,136	1	2,650	204	7 7/10	75	7 3/8
Kenosha, Wis.	32,833	1	2,626	180	6 6/8	83	
Ogden, Utah	34,643	2	2,611	471	18	16	
Tulsa, Okla.	32,507	1	2,600	309	11 7/8	50	34 9/10
Stamford, Conn.	32,310	2	2,584	389	15 1/10	27	6 7/8
Council Bluffs, Iowa	31,838	1	2,547	167	6 1/2	85	
Newark, Ohio	31,711	2	2,536	214	8 3/8	73	
Moline, Ill.	31,476	3	2,518	255	10 1/8	62	
Zanesville, Ohio	31,320	1	2,505	292	11 3/8	51	128 1/8
Madison, Wis.	31,315	1	2,505	182	7 1/4	79	
Jackson, Miss.	31,104	1	2,488	37	1 1/2	91	
Easton, Pa.	30,854	1	2,468	227	9 1/8	68	52 1/2
East Chicago, Ind.	30,286	1	2,422	83	3 3/8	92	
Battlecreek, Mich.	30,159	1	2,412	326	13 1/2	36	2 1/2
New Brunswick, N. J.	30,030	4	2,402	320	13 1/4	39	6
Rock Island, Ill.	29,452	1	2,356	327	13 7/8	34	9 3/4
Meriden, Conn.	29,431	1	2,354	236	10	63	
Evanston, Ill.	29,163	1	2,344	262	11 1/4	53	35 3/4
Long Beach, Cal.	29,163	1	2,333	248	10 5/8	57	
Muskegon, Mich.	29,124	2	2,329	332	14 1/4	30	74 3/4
Beaumont, Tex.	28,851	1	2,308	177	7 3/4	76	
Barnstable Co., Mass.	28,818	C	2,305	236	10 1/4	61	18
Elgin, Ill.	28,562	1	2,284	251	11	55	19
Clinton, Iowa	27,678	1	2,214	254	11 1/2	54	58 3/4
West Suburban Co., Ill.	27,663	9	2,213	454	20 1/2	13	
Hammond, Ind.	27,344	2	2,187	367	16 3/4	23	
Plainfield, N. J.	27,207	2	2,176	329	15 1/10	28	4 3/4
Montclair, N. J.	27,087	1	2,166	238	11	56	
Shelby Co., Ind.	27,027	C	2,162	300	13 7/8	35	
New London, Conn.	26,840	4	2,147	275	12 3/4	45	50 1/4
Medford, Mass.	26,681	1	2,134	240	11 1/4	46	
Paducah, Ky.	25,213	2	2,017	299	14 3/4	29	46 1/4
Burlington, Iowa	25,144	1	2,011	257	12 3/4	41	19
Ottumwa, Iowa	24,708	1	1,976	249	12 5/8	44	
Shamokin, Pa.	24,674	3	1,973	548	27 3/4	6	
Waukegan, Ill.	24,662	3	1,972	139	7	82	
Rome, N. Y.	24,659	2	1,972	314	15 9/10	26	6 1/10
Central Union Co., N. J.	24,218	7	1,937	545	28 1/10	5	
Sunbury-N'm'and, Pa.	23,149	6	1,851	433	23 1/4	9	59 3/4
Mansfield, Ohio	23,051	1	1,844	56	3	93	
Chicago Heights, Ill.	22,863	1	1,829	88	4 1/8	89	
Newport News, Va.	22,622	1	1,809	294	16 1/4	22	7 3/10
Greensboro, N. C.	22,171	2	1,773	183	10 3/10	60	
Yakima, Wash.	22,058	1	1,764	137	7 3/4	74	
Kokomo, Ind.	21,929	1	1,754	134	7 5/8	77	
Logansport, Ind.	21,338	1	1,707	156	9 1/10	69	
Nez Perce Co., Idaho	21,742	C	1,739	165	9 1/2	66	
Fort Dodge, Iowa	21,039	1	1,683	95	5 3/4	88	
Indiana Harbor, Ind.	20,000	1	1,600	154	9 3/4	65	133 1/4

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
12	138		41.1	62.8	21.0	8.6	16.1	Yes	93 1/10	2.3	1.82
10	162	23.0	55.0	70.5	20.0	4.4		Yes	33 3/5	2.4	20.23
6	182	47.0	83.0	66.6	38.8	16.1	8.5		35 9/10	.3	38.42
18	69			71.3	23.3	4.2		Yes		3.4	4.75
15	105			74.4	15.8	38.7	17.1	Yes	29 7/10	2.4	10.16
18	83	45.1	48.0	80.2	8.2	1.2	45.6		54 9/10	3.03	12.57
9	190			99.0				Yes		2.1	11.67
8	148			74.3	17.2	6.0				1.4	17.99
14	123	14.3	57.6	83.5	18.8	1.5	15.0	Yes		2.02	21.59
12	107	14.5	54.0	79.7	10.2	4.4	24.3	No	48 3/4	3.01	9.09
8	172									2.1	7.11
2	840			39.0	75.0	24.3	6.1				9.67
8	135		22.0	85.4	13.2	2.6		No	40 3/5	3.8	63.50
3	364			62.6	18.0	10.8	16.6	Yes	36	1.2	13.42
13	92	36.5	43.8	73.9	18.7	3.6	54.3	Yes	23 1/2	2.4	11.47
17	93	67.1	36.8	48.7	55.6	62.8	11.03	Yes	69 1/2	2.7	7.67
18	90	9.1	79.5	39.7	58.1	6.1	32.7	Yes	31 1/5	2.7	1.400
16	124		66.9	70.7	25.8	2.1	11.8	Yes	9 1/5	1.7	21.79
10	111	26.2	55.7	36.2	66.7	5.7	5.8	Yes	41 2/5	1.8	11.69
11	117	16.9	52.4	54.4	5.6	6.0	27.5	No		2.2	11.69
8	87	15.0	52.7	67.4	18.0	10.5	15.8	No	31 1/7	3.6	8.28
7	163	3.3	94.3	74.5	32.3	5.6		Yes		2.1	22.43
17	122									1.7	14.59
17	113		35.8	64.5	42.6	13.1	2.94	Yes	44 1/7	2.4	15.70
12	108		66.1	68.9	19.2	10.2	15.8	Yes	32 1/2	2.3	16.97
17	60								21 1/5	4.3	5.54
15	74	20.1		74.9	25.3	57.2	22.9			2.7	12.64
14	82			66.6	13.3	8.5	13.0	No	27 3/10	2.8	17.66
10	113									2.7	
13	90			30.0	41.6	30.0	4.0	Yes		3.1	9.08
13	97	21.0	58.9	81.8	16.0	.7	25.0	Yes	65	2.3	10.02
12	111		60.8	14.5	8.3	.4	12.0	No	26	2.06	13.41
14	84			78.9	24.0	8.0	27.1	Yes	45 1/10	2.1	19.39
14	97	3.8	20.7	71.9	28.4	9.3	19.7	Yes	13 7/8	2.2	13.40
16	99		100.00	95.1	4.4	5.6	249.0	Yes		1.5	6.29
17	45	6.0	69.5	13.1	23.0	2.1	78.2	Yes		4.5	9.77
5	177				20.8			Yes		1.8	10.38
16	78	26.4	37.5	77.7	14.9	13.9	7.8	Yes	34 3/4	2.9	16.45
21	44	66.0	34.1	56.8	25.1	7.5	16.0	Yes		2.8	26.65
22	53	5.7		27.7	50.8	13.1	8.6	Yes	156 1/5	2.9	11.14
3	411										
4	259		46.5	28.4	12.5	3.4		Yes		1.06	17.60
12	76	17.0	54.4	63.2	23.1	5.7	42.0	Yes	70 1/5	3.1	21.39
8	121		30.6	60.1	12.0	3.2		Yes		2.8	9.54
6	161	11.6	38.6	97.0	29.9	2.1		No		2.1	18.57
7	163									2.2	14.94
5	136									2.2	7.68
8	131	12.1	12.1		90.9	16.9		Yes		2.4	18.08
4	221			84.2	15.7					1.6	25.26
5	129	5.2	77.9	71.4	7.1	4.5	38.5	Yes	90 9/10	2.1	18.14

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Table H. (1919) Facts on Extension Work

Community, State and Council Name	Population (U. S. Census Bureau)	No. of Separate Communities	No. of available boys of Scout age	No. of Scouts on Record Dec. 31, 1919	% of available boys organized 12-31-19	Rating on available boys organized	% of Gain in Scout Enrollment over 1918 Total
Texarkana, Ark.	19,294	1	1,543	187	12 1/10	48	
Port Huron, Mich.	18,863	1	1,509	140	9 1/4	67	
Bakersfield, Cal.	18,543	2	1,483	144	9 7/10	64	
Pontiac, Mich.	18,006	1	1,440	179	12 2/5	47	46 7/10
Corning, N. Y.	17,676	2	1,414	203	14 1/2	33	24 1/2
Baton Rouge, La.	17,544	1	1,403	167	11 9/10	49	18 3/4
Gary, Ind.	17,325	2	1,386	352	25 2/5	8	21 1/5
Miami, Fla.	17,213	4	1,377	236	17 1/10	19	90 1/2
Bucyrus, Ohio	16,775	3	1,342	193	14 2/5	32	27 1/5
Irvington, N. J.	16,710	1	1,336	54	4	90	
Clarksburg, W. Va.	16,560	3	1,324	289	21 5/6	12	25 1/10
Shoshone Co., Idaho	16,464	C	1,317	180	13 3/4	36	
Bristol, Conn.	16,318	1	1,305	172	13 1/5	38	112 1/2
Alexandria, La.	16,232	1	1,298	163	12 1/2	42	
Massillon, Ohio	15,509	1	1,240	177	14 1/4	31	
Santa Barbara, Cal.	15,360	1	1,228	12	1	94	
Independence, Kans.	15,111	1	1,208	128	10 3/5	58	
Bethlehem, Pa.	14,353	1	1,148	388	33 1/5	3	98
West Orange, N. J.	13,964	1	1,117	75	6 7/10	84	
Manitowoc, Wis.	13,931	1	1,114	66	5 9/10	87	
Warren, Ohio	13,308	1	1,064	92	8 3/5	72	
Pocatello, Idaho	12,806	1	1,024	90	8 4/5	71	
Ashland, Ky.	12,195	1	975	129	13 1/4	37	
Kittanning-Fort City, Pa.	12,054	7	964	289	30 9/10	4	231 1/10
Boulder, Colo.	12,012	1	960	148	15 2/5	25	62 5/6
Johnson City, Tenn.	11,885	1	950	124	13	40	
Orange Mt. Council, N. J.	11,866	3	949	162	17 1/10	20	
Ardmore, Okla.	10,963	1	877	57	6 1/2	88	
Corpus Christi, Tex.	10,789	1	863	161	18 2/3	15	
Lakeland, Fla.	10,000	1	800	175	21 7/8	11	
Grand Rapids, Wis.	8,879	4	710	193	27 1/6	7	65
Conewago Co., Hanover, Pa.	8,404	2	672	126	18 3/4	14	
Port Arthur, Tex.	7,663	1	613	78	12 7/10	43	
Red Oak, Iowa	5,601	1	448	74	16 1/2	21	
Prescott, Ariz.	5,092	1	407	67	16 1/2	24	
Morris, Ill.	4,563	1	365	26	7 1/10	80	
Oakmulgee, Okla.	4,176	1	334	78	23 1/3	10	
Louistown, Mont.	2,992	1	239	119	49 4/5	1	58 3/5
Bronxville, N. Y.	2,240	1	179	71	39 2/3	2	
Averages	21,730.3		1,725	213	13.51		13 3/5
GRAND AVERAGES			10,801	637	9.4		8 1/7

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Under First Class Councils

No. of Troops Dec. 31, 1919	No. of Population to One Scout	% of Scouts Dropped During 1919	% of Scouts Added During 1919	% of Tenderfoot Scouts	% of Second Class Scouts	% of First Class Scouts	No. of Scouts per Merit Badge Scout	Provides Scout Leaders Training Course	% Scouts in Camp	No. Scouts for each Scout Leader and Official	Total per Scout Expenditure
7	103			69.5	16.0	10.6	62.3	No		1.9	4.79
7	134			80.0	18.5	1.4				2.1	24.82
6	128				6.2	2.0	28.8	Yes		2.1	12.07
6	100			35.1	26.2	6.7	29.8	Yes	42⅔	2.5	34.70
10	87	46.7	59.1	59.6	26.6	6.4	7.5	No	19⅔	1.7	9.33
6	105								66	2.02	32.71
20	49	25.5	85.2		10.2	7.6	14.08	Yes	31 1/10	2.6	14.47
12	72		50.8	50.4	21.6	23.3	9.8	Yes	46 3/10	1.8	16.89
8	86	15.0	23.8	48.7	22.2	4.6	32.1	Yes	64 9/10	3.4	14.18
3	309									1.05	62.04
14	57	49.1	56.0	66.7	24.5	7.2	36.1	Yes	13⅔	2.6	14.17
11	91	51.6		78.3	32.2	11.1	11.2	No	30 9/10	2.1	14.32
6	94									2.7	19.18
6	99									1.9	
10	87		62.1	73.4	12.9	1.6		Yes		2.1	23.06
1	1,280										
5	118									1.9	
15	36	20.1	69.3	82.7	34.7	.5	35.2	Yes	45 9/10	3.0	17.29
4	186	29.3	16.0	26.6	54.6	9.3	18.7	Yes		1.5	35.59
3	211			77.2	16.6	4.5	66.0				
5	144			95.6	16.5			Yes		2.0	40.76
5	142		78.8	98.8				Yes		1.2	7.81
7	94								39⅓	1.5	40.24
12	40	1.0	57.0	73.1	19.4	2.3	298.0	Yes	210	2.5	9.02
5	81			43.9	20.9	.6	37	Yes		3.6	8.45
3	95			37.9	20.9	21.7	8.2	No		2.4	4.76
7	73	8.0	27.1	41.9	30.2	24.0	6.7			1.8	26.27
2	192		49.1	61.2	28.0	8.7		Yes		1.6	19.54
7	67		53.4	43.4	37.2	12.4	14.6	Yes		1.8	18.74
5	57									1.9	
9	46									2.6	
5	66			63.4	33.3	2.3	42.0			1.4	4.33
3	98			50.0	17.9	1.2				1.2	40.02
5	75			68.9	60.8	2.7					
3	76								14⅓	1.1	23.55
2	175				42.3	19.2	8.6	Yes			21.38
2	53									1.3	
5	25	27.7	83.1	93.2	63.8	7.5	59.5	Yes	28		25.21
2	31	7.0	22.5	39.4	29.4	12.6	11.8	No		1.6	5.82
10	101	26.7	65.7	69.0	27.2	18.9	18.3			2.2	17.63
26		27.0	40.1	67.9	25.5	8.4	13.8			3.1	12.06

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Re-prints from "The Scout Executive"

THE JOB OF THE EXECUTIVE

1. It is not dealing directly with the boys. The Scout Executive is not a leader of boys but a leader of leaders of boys. He is not a troop leader but a troop committee leader. His contact with boys is through leaders.
2. It is not carrying the entire responsibility of the council but rather seeing to it that the members of the council carry their responsibility.
3. It is not passing criticism upon the indolence or failure of the volunteer workers but on the other hand it is the task of enthusing, inspiring, encouraging, and educating them to do their best. Their failure to do well is not primarily *their* failure but the failure of the Scout Executive to give statesmanlike leadership to them.

In addition the job of the Executive is:

4. To represent the Scout movement in the community in which he is located.
   To interpret the Scouting program.
   To safeguard its tested and accepted principles and methods.
   To sustain friendly and co-operative relations to other agencies working for or with boys.
   To carefully study the needs of boys in his community and to present the facts in careful, sane, and discriminating fashion.
   To cultivate helpful relations to all institutions in the community, such as the churches, the schools, the industries.
   To sustain an advisory relation to such community enterprises as Chambers of Commerce, Municipal Boards, Rotary and Kiwanis Clubs. Such relations may be both direct or indirect. In the latter he would work through members of his council.

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5. To be a friendly interpreter, exponent, and supporter of the plans and policies of the National Council and of its program.
6. To submit annually a comprehensive program to the Local Council and when the program is adopted faithfully carry it out through the committees of the council and not attempt to do it alone.
7. To assemble the council at least quarterly and the Executive Board at least monthly and have important things for them to discuss when they do meet. Meetings will have an agenda and data will be assembled bearing upon the subjects brought up for discussion.
8. To prepare an adequate budget in co-operation with the finance committee and then stick to it and live within it.
9. To have a careful and accurate system for keeping records permanently.
10. To deal with all business matters with despatch and courtesy.
    To be master of details and not be mastered by them.
11. To discover, recruit, and train leaders and workers, a supreme function.
12. To be fair and frank and friendly to his associates.
13. To conduct the affairs of Scouting with reasonable economy and always open to public scrutiny.
14. To be neat in person and dress, clean in speech, unimpeachable in habits. Avoid glamor, the spectacular, and the superficial, and constantly display that dignity in manner and humility in spirit as becomes one who dares represent to the community its most precious human asset.

Some job. It's big, worthwhile, happy, satisfying to the man who puts himself and all that is best in him into the task.
It is not a job. It is a profession.
It is not a position. It is a vocation.

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QUALIFICATIONS OF THE SCOUT EXECUTIVE

What are the qualifications we should reasonably expect in an executive and which are requisite to the highest success in his calling or vocation?

1st. Character. This is the fundamental requirement. If a man fails at this point he fails at every other. The scout executive must be a man of unquestioned motives, of high ideals, of noble impulses. His life must ring true. His heart must be pure; his will strong. No man weak in character can stand before boys or think of being their champion. Goodness is the first essential. He must be a man whom men respect, whom parents trust, whom boys follow.

2nd. Executive Ability. Simply goodness without force will not avail. He must know how to plan and after planning know how to execute. No amount of good intentions will make up for failures in administration. He must be prompt, business-like, and thorough in prosecuting the tasks of his office. He must function.

3rd. Personality. He must be neat in appearance. Careful, though not modish, in dress. He must be tactful, courteous, gentlemanly, open-minded, and whole-souled. He must be steady, not excitable, with the suggestion of reserve force. He must not take himself too seriously and on the other hand he must not lack definiteness. He must be free from peculiar mannerisms. He must possess good health; have a good physique. He should represent in his person the ideals of the Scout Movement.

4th. Technical Ability. We place this qualification fourth. Some might suggest that it come first. Not so. Character, ability to execute, and personality are more important.

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He can secure technical knowledge through application and training but no amount of training can give him the former. Technical knowledge of Scouting though fourth in importance is essential. The executive should be skilled in Scouting. He must know the program, be possessed by its ideals, enthusiastic in its objectives, and expert in its details. He can then judge the work of his scoutmasters and others righteously, lead them to higher achievement soundly, and recognize merit justly. He will then be able to protect the Scout Program from deviation, recognize spurious substitutes and eliminate them, and direct the movement on safe and sane lines. He will thus be able to teach Scouting consistently.

5th. Education. All other things being equal a scout executive should be well educated. We should insist in securing recruits that they have as a minimum, a high school education. Preferably, he should be a college graduate, or have its equivalent. The broader his training the more permanent will be his identification with the Scout Movement, the wider will be his influence with men, the safer his counsel with boys, the larger his earning capacity. This is true in all professions. It will prove equally true of the scout executive. This profession must not lag behind the other professions in a knowledge of humanics or social welfare, in scholarship, in intellectual quality, or in culture.

6th. Business Ability. The affairs of the council must have business-like attention. Records must be carefully kept and classified. The functions of the several committees systematized. Budgets must be scientifically arranged, scrutinized, and definitized. The affairs of the council must be operated within the budgets. Plans must be worked out in

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detail and bear the investigation of business scrutiny. The operations of the council must be sound, attention to all correspondence prompt, and bills paid with despatch. The council must rank with the best business concerns in the community in efficiency and in business integrity.

7th. Social Vision. The scout executive must be community-minded. He must recognize the limitations of Scouting as well as its merits. He must co-operate with other agencies in the community. All reputable organizations which are at work with boys should have his sympathy and help. They should be considered his allies and never his competitors. He must see the community as a whole and constantly study the forces of the community as they bear upon boys life. He must in the very nature of his work be the ardent supporter of church and home and school. He must be constructive in his criticisms and loyal in his support of them. He must be tolerant in his religious views, sensitive of their needs and aspirations, and co-operative in his relations to them. He must ever work for the integrity of the community.

THE EXECUTIVE AND SALESMANSHIP

In these days we frequently use the expression "Selling Scouting." It isn't a good word in some respects. It sounds too commercial. But in a secular age like ours it has a distinctive meaning. It suggests getting people or institutions to really take your commodity, the thing you have to offer, which in this instance is "Scouting." In this respect the Scout Executive is a salesman. He seeks to have institutions organize troops.

Now the best way to organize troops is to "sell" the idea to institutions and the best way to sell the idea is to send a salesman to the institution who will meet the members of the directing board of the

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institution—whether it be a church or a school or other agency—face to face. He must sell the theory of Scouting, he must show how it works, he must tell what it costs in leadership, in money, in service. Then there will be an intelligent knowledge of what Scouting is, and too what it is not and where responsibility for its management finally rests.

Now, Scouting of this sort cannot be sold from a desk, from a central office alone. The salesman must go where his potential customers are. He must be a "go-getter." He must face his constituency. He must plead his cause with them direct.

What tendency is there for executives to be correspondence salesmen, to work by the indirect method of circularization, to utilize the mail order plan? How does an executive put in his time who has less than a dozen troops? Can an executive without becoming a super scoutmaster—really keep busy with less than 25 troops? Judged by the measurements of an efficient salesman, how many troops per executive ought there be? If the 400 executives each added one troop per week net, more than 20,000 troops would be added to the Scout Movement in a single year which is more than double the present troop enrollment. What is troop salesmanship? If they sold but one troop per month net and these troops averaged 25 boys there would be added 100,000 scouts in a year. Which yields the larger results selling troops from a desk remotely or selling them across a table directly?

THE CULTURE OF THE SCOUT EXECUTIVE

May, 1920

The Executive must be a student; a student of his times, of his work, and of the world in which he lives. He must grow or go. He must read or go to seed. What are some things which will contribute to his intellectual growth and development:

1. *His Reading.* He should read a good daily newspaper. The best his community affords. The

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one that has the best editorials and the most accurate reports. Then one of the weekly news digests will be helpful like the "Literary Digest" or "The Outlook." A good review of the best magazine articles should be consulted so as to be advised of the leading current articles. A good book review should likewise be consulted so that the best books will be called to his attention. He should have a personal budget for books so that he will not have to spare himself in the matter of purchasing books. A book a month if carefully selected would prove a liberal education. His reading however must not be confined to current news and literature. He should have a knowledge of the great books that have stood the test of time. The Harvard Classics will provide a splendid series. The best fiction will prove interesting and cultural. Biography is most stimulating to higher living. History is informative. Sometimes it is inspiring to get well acquainted with an author by reading all of his works. Then when his anniversary is observed or when articles or reviews appear regarding him an interest is taken in the discussion.

2. *Study.* It is well for the Executive to take up the special study of some subjects most basal to his work. Among these are biology, psychology, and sociology; also the study of Youth and Adolescence. Sometimes in addition to reading on these subjects the Executive may find it possible to take a short course in some subject at a college or university in his town. It is a wise plan occasionally for him to take up some one subject upon which he will specialize. It is highly stimulating and exceedingly worth while. Articles and manuscripts on business administration are very helpful and timely.

3. *Conferences and Summer Schools.* These are exceedingly helpful and broadening. They bring him in contact with present day emphases in his work. They serve also as a corrective and as a measuring rod which enables him to judge the merits of his own service. They help solve his problems. They enlarge his vision. They deepen his interest. They confirm

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him in his wise decisions. They hearten him in his profession. They develop fraternity and stimulate fellowship. He should attend a conference at least annually and a good training course at least biennially.

4. *Research.* A very good plan is to undertake a given task occasionally and develop it intensively for the purpose of becoming thoroughly informed concerning it. This cultivates the accurate mind, the studious habit, the progressive spirit.

In addition to the foregoing should be added carefully planned travel at home and abroad, study of music, good entertainment, the study of nature or some selected hobby, association with noble souls who think large thoughts, who love God, and are brothers to men.

Culture is not an accident. Intellectual ability is not a gift. The mind is subject to law. We grow intellectually and broaden mentally only as we plan, and struggle and apply ourselves to intellectual pursuits.

RELIGION—AND THE SCOUT EXECUTIVE

Leslie R. Mathews

Two Scout Executives were recently talking about a prominent local council official known to them both. One of them said, "I think he is afraid I will be too religious."

Isn't that a very significant statement? Are there not lots of Scout Officials, including some Scout Executives, who have felt just that way? In fact the writer, who has the honor to wear a Veteran Scout Badge, has until very recently had somewhat the same feeling in the matter. Perhaps, because he feels that there may be other Executives who are traveling the same road over which he has traveled and whose convictions might be strengthened, a word about his own experience might help.

Is there a profession anywhere where the possibilities for disheartenment are greater than that of a Scout Executive dealing, as he does, entirely with

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volunteer help? He is the dynamo that drives the whole machine; from him must come the energy,—the inspiration,—the ideals and the ideas for one of the largest volunteer organizations on earth today. Surely this is a responsibility to bear with pride. But just as surely his pride is riding for a fall if he is wholly sufficient unto himself for courage and help. There never was a machine made that worked perfectly all the time, and the machine we call Scouting, no matter how good it may be, will at some time or other "act up." Sometimes this process occurs oftener than others and the Executive who stands wholly in his own strength will surely "go dry." Else why do we see so many men who say they are "stale"?

Sometimes the responsibility of the position of Scout Executive is appalling. Here is your product—the boy. The Executive is **alone** responsible for that standard of Scouting which will, through all its ramifications, eventually work to turn out the very highest product possible. He cannot always carry this responsibility himself and there are phases of it that he cannot share with even the best and friendliest of his advisers.

The very first statement in the National Constitution is about God in the life of a boy,—Catholic, Protestant or Jew. In talking to Scoutmasters, I find myself making this statement with more wholehearted earnestness and enthusiasm than any other statement I make—"Unless the Scoutmasters of this community have a real Spiritual background, they will not last." Make a little survey of your Scoutmasters, and see if that statement goes very far wrong. Mind you, this does not mean that Scoutmasters should be little amateur preachers. Deliver us all from that type! They creep in in spite of our best efforts to keep them out. But no Scoutmaster can withstand the discouragements of Scouting; the routine and monotony of it and the disappointments of it, unless he feels that this plastic stuff, boyhood, has been placed in his hands so that he may work out the Great God's purpose, a better world, "Thy kingdom come."

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Another thing about the boy, although we deal but seldom with the boys directly; don't forget, especially in smaller cities, that the boys know pretty well what the Scout Executive stands for. I have sometimes taken pride in making the statement that more boys know who I am than any other man in the city, unless it be the Superintendent of Schools. This undoubtedly is true of all Executives except in Metropolitan areas. Can we feel as proud to have them know **what** we are, as **who** we are?

Has it not been justly said that Scout Executives of today have (or take) so little time to **think?** We are so busy doing the spectacular, or "shooting trouble," or building up big numbers that we do not have a chance to come into contact with the eternal verities.

Two years ago I heard an Executive of a city many times larger than my own say that every morning, after reaching his office, he read his paper, a verse or two of good poetry, and a chapter from the New Testament. I secretly laughed at him then—I take my hat off to him now. He is a very modest fellow, and perhaps he was too embarrassed to say so, but I'll venture that he asked for help for that day also. We might all do better Scouting if we, with conviction, did likewise.

THE SCOUT EXECUTIVE IN COUNTY WORK

November, 1920

Charles Jones, Cumberland County, N. J.

The Scout Executive who takes up County Work will, like his city co-worker, begin with a survey of his field for agencies through which he may get Scouting across. The first thing that he must face is that several bodies which are powerful in the city do not exist in the small town or village where much of his work has to be done. The town of 500 has no Rotary, Kiwanis, Chamber of Commerce, Knights of Columbus, Y. M. C. A., Y. W. C. A., Y. M. H. A., Boys' Club, Community House, etc. However, some groups are always present and to these we shall refer briefly.

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The importance of the Churches in small towns is very great, but their problem is difficult and sometimes the pastor may not be in a position to take active part in Scouting. However, he is usually aware of the fact that, as a community worker, he cannot afford not to line up behind the movement and, if possible, identify it with his church and push it as a welfare work in his town. In our approach to the small church, we must not forget that we have much to offer. Our movement **does** hold boys and may be the means of renewing the life of a struggling church. In general, the county may best be reached as a whole through County Sunday School Conventions, Ministers' Associations, Denominational Conferences, traveling clergymen, etc. It is always advisable to study local conditions to avoid friction where there is keen rivalry. In many towns, we cannot identify ourselves with any one denomination. Always, we must emphasize the broad tolerance which is the basis of the Twelfth Law of Scouting.

The School in the country is not as powerful a friend as in the city. More and more the children are grouped in larger towns, and the country schools of the old days have been closed. Fewer and better are found today. This ought to make Scout Work easier. More boys are assembled, under better leaders and in bigger buildings. Dealing with the schools is easy. The County Superintendent is necessarily a trained man, familiar with boy psychology, in general, and our program, in particular. He should be on the County Council. Through him, the school boards and local principals can be reached.

Next to the School and Church come some less universal yet nationally known organizations. The Grange in some sections brings parents together, and, through them, the boys could be brought together. We need only mention the American Legion, with the comment that, the smaller the town, the bigger hero the service man is to the boys. By planning ahead a long time, the Chautauqua might be utilized. The Red Cross is undertaking a very extensive campaign of publicity, in combating disease, and has been most

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helpful in our community in furnishing posters for Troop rooms, First Aid literature, and slides of various sorts. A very helpful agency is the Public Library. Even in small villages, there are people who gather around a shelf of books, and, wherever people in groups read or listen, there is a chance for Scouting. In many states, the State Library Association will help a Scout Troop maintain a library of its own.

There are other national bodies that suggest themselves. We must, in some kinds of communities, even small ones, expect to find strong Labor Unions which can and will help us, if they see that we do not oppose them. Depending upon the locality, various fraternal organizations are especially friendly and powerful.

The County Executive must look carefully for purely local groups. The village volunteer fire department is sometimes a social club as well, with a live membership and community ideas. The local baseball team may keep its rooms open all winter as a clubhouse. The Friday Fishing Club, which started with a few friends years ago, is a very powerful ally in a certain town. The Camera Club is something more than a group of photographers. The Diamond Social Club does more than have a good time.

Use Newspapers

We have space for mention of but two more, both most important, the Woman's Club, under one name or another, and the local newspaper. Get the Military bogy properly laid away, and the mothers will endorse anything for the boys. I know of one Troop which is practically kept alive by the Woman's Club. As to the newspaper, to the small town, John Smith's new tractor is as important as Article X. Get news about local boys and events, and the editor will boost the Scout idea among people who rely on his words.

No argument is needed. The facts regarding our local and national work are sufficient to enlist the support of any group. The organizations which exist in counties are not Rocks of Gibraltar and, in

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approaching them, the Scout Executive should remember that he has something to offer as well as to request. The Scout Movement may very well be an important aid to any of the above mentioned groups. In the county where I am at present, there are more Scouts than students in any of the High Schools. With all due modesty, our relations with other organizations must not be too much tinged with doubt. We owe something to all community agencies, and we should line up with them in the spirit of entire friendliness in the effort to help our boys.

As to the outline of my own policy in Cumberland County, I feel that the details of routine would be out of place here. In general, I believe that each field may best be handled by a different method. In Cumberland County, with about 60,000 population, three larger centers and about 25 smaller ones, covering about 800 square miles, the general policy may be stated in two terms, Publicity and **Personal** Salesmanship.

We, in County Work, cannot expect to delegate to others much of the routine which is handled by committees in larger cities. Whether rightly or wrongly, the County Executive must do personal work in every town. The big job is to educate the people to the facts about Scouting in their own locality. To do this, in addition to weekly Bulletins and newspaper columns, I am undertaking a comprehensive campaign of talks before various groups. I have to do it myself, because the people do not want a delegated speaker. I expect to speak several times a week for several months.

I try to reserve the forenoons for office work and make scheduled visits to one town after another in the afternoons and evenings. I plan to spend a half day in each town in turn, to meet groups or individuals, as the Scoutmaster may prefer.

I visit the Troops as often as possible. Adult leadership and business management are fine, but the personal element **must** predominate in the Executive's work in the country.

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To unite my Scoutleaders, I issue a weekly mimeographed letter. This includes not only the ordinary local and national news items, but a good deal of suggestion and instruction. The Scoutmasters, themselves, furnish much of my copy. I have, so far, been highly gratified by the enthusiasm aroused by this Bulletin, and have extended the mailing list to include about 200 adults. For the general public, I use newspaper columns and Bulletin Boards in the larger centers. On the latter, I place local items of news, local photographs, posters drawn by local Scouts, and some of my own overseas pictures of boys' work in France, Turkey, and North Africa.

I visit National Headquarters once each month, and I find that my Scoutmasters appreciate very much my offer to place their orders for supplies. It takes little time and is a help to them. I should advise the adoption of this idea by those Executives who are not too far from New York. For the others, visits to District Headquarters would be advantageous, if planned regularly.

As an inevitable reaction to the unanimous convictions of the men who were at the Bear Mountain Executives' Conference, I feel, more than ever, that our job, materially and ideally, depends on the men who lead our Troops. They need the highest efficiency that we can achieve in office management, records, correspondence, advice if we can give it, and service of any sort, but they deserve something more than cold-blooded, machine-like accuracy of detail. They need friendship and appreciation. They need to be liked, and they are worth it. I am glad to find my best hours of recreation duck hunting down the bay with Bill, or fishing with Jim. We practise the out-door life that we preach, and like each other better for the day together.

Summing up, I believe that **Personal** Salesmanship, enthusiastic belief in the aims of the movement, consistent broadness of view, especially in matters of politics and creed, and friendliness are the keynotes of my policy in this county.

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THE EXECUTIVE AND THE SCOUTMASTER

The Scoutmaster is the hub about which the organic life of Scouting revolves. He is the supreme volunteer leader. He is the most important factor in the Scout Program. As go the Scoutmasters so goes Scouting. Given a sufficient number of wise, faithful scoutmasters, and there is no problem regarding the number of scouts that can be reached. The scouts are always available. Not so the scoutmasters.

Now the greatest need of the American boy is for wise, male, adult leadership. It is the genius of Scouting through the scoutmastership to supply this need. Therefore the supreme test of an Executive is his ability to recruit, inspire, maintain, and train high grade upstanding scoutmasters. Scouting needs the biggest, the best, the manliest type of men that can be secured.

Are the best methods being used to secure such men, men of the type who will dignify the movement, who will give the best leadership to the boys, who will have capacity to provide citizenship training and character development? Many men of parts are willing to take a troop of boys provided the requirements and demands for the service are not too great, are not unreasonable.

This raises a few very pertinent questions. Are we asking too much of scoutmasters? Are we arranging too many appointments for them? Are we calling too many meetings? What, with scoutmasters' associations, special meetings, numerous and lengthy training courses, are we securing, because of the demands upon them the type of men we should have or the type who can or are willing to give the time? Are we providing the right kind of training? Is it becoming heavy, redundant, complex? Do we need, for the purpose of the scoutmaster, to build up courses of study on child psychology, the nervous system of the child, and the like, which may serve to frighten off busy men, who after all, want inspiration, indoctrination in the ideals and principles of scouting, and definite, simple, practical, and utilizable activities

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which they can immediately transmit to the boys. Great care should be exercised lest a complex machine be set up which may retard the very thing we are endeavoring to do, namely, the securing of the biggest, best, and brainiest men of the community.

Furthermore, it should be ever kept in mind that the scoutmaster is the boys' man. His functions are those which deal with the troop. **He is not an administrative officer.** He should not be concerned with membership on the council. These in the light of his supreme office—service to the boys—are minor matters. He should stick to his last. He should be a man single in aim, concentrated in his service, for the task required of him will take all that he has in him and is worthy of his undivided attention.

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